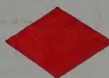
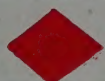


# Tide

FEBRUARY 11, 1956 • 50¢



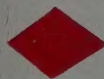
*How Dow Chemical  
launched a consumer product*



*What Dow did as  
ad costs reached 30% of sales*

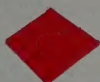


*The new consumer products  
Dow plans to launch*

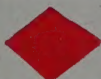


*Why it spent \$250,000  
for Dichter and other studies*

*The  
problems behind*  
**SARAN WRAP'S**  
*new marketing  
moves*



*How it will revamp  
ad media and copy this year*



*Why it re-packaged  
four times with another to come*





## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ MORE BUYING POWER HERE  
THAN IN ALL OF COLORADO\*

✓ NOT COVERED BY LOS ANGELES  
AND SAN FRANCISCO NEWSPAPERS

Take a look at the brands making real headway in California. You'll find the leaders have hefty backing in the *inland* market. They use strong schedules in this self-contained area's favorite newspapers, the three Bee newspapers. Together, these three newspapers give you coverage *in depth* of inland California.

\* Sales Management's 1955 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE



## **trend makers**

Casco Products Corp. . . . .	p. 23
Dow Chemical Co. . . . .	p. 17
General Electric Co. . . . .	p. 23
General Motors Corp. . . . .	p. 30
Hickok Mfg. Co. . . . .	p. 26
The Hoover Co. . . . .	p. 23
McGraw Electric Co. . . . .	p. 23
National Presto Industries . . . . .	p. 23
Publicker Industries. . . . .	p. 39
Sunbeam Corp. . . . .	p. 23
Westinghouse Electric Corp. . . . .	p. 23

## **next issue**

**Tide Looks at the leisure market; where it is; who it is; how much it spends—on what.**

**Strategy changes major marketers plan for this year.**

## **every issue**

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# Tide



FEBRUARY 11, 1956 • VOL. 30, NO. 3

## **in this issue**

### **SALES TROUBLES CHANGE SARAN WRAP'S MARKETING . . . p. 17**

Saran Wrap will soon quit network television, shift to spot television and national magazines. Here's why.

Further, Raymond Loewy will do a new Saran Wrap package—the product's fifth. Here's why.

### **HICKOK LAUNCHES A NEW PRODUCT . . . . . p. 26**

When Hickok Mfg. Co. decided to diversify, it chose a product with no appeal and no market.

### **PUBLICKER FIGHTS FOR A BIGGER MARKET SHARE. . . . . p. 39**

Publicker Industries, long a poor fifth in the liquor market, uses a few tricks to reverse a downward trend.

### **"LUXURY" FROZEN FOOD SALES BOOM. . . . . p. 28**

Ten years ago few people dreamed of pheasant for dinner. Today it's not unusual. Tomorrow it may be commonplace.

### **SOMETHING'S WRONG WITH ABC. . . . . p. 36**

Are advertisers' proposals for more information from ABC reports being stymied by advertisers themselves?

#### **ADVERTISING:**

**Tide Leadership Panel selects the best ten ads of 1956 . . . . . p. 32**

**Who's watching the new, improved daytime TV—and what are they like. p. 50**

#### **PRICING:**

**The results so far in GE's fight to keep prices down, volume up. . . . . p. 23**

#### **PUBLIC RELATIONS:**

**GM aims for good customer relations through a unique program. . . . . p. 30**



# Advertising goes

When, for seven consecutive years, one business-management magazine carries more total pages of advertising than any other general-consumer, general-business, or news magazine . . . you might almost suspect that this is where you advertise when you want to influence management men.

## HERE IS THE RECORD OF TOTAL ADVERTISING PAGES 1955

THE TOP 10 MAGAZINES IN AMERICA  
TOTAL ADVERTISING PAGES

### BUSINESS WEEK

5,663

#### NEW YORKER

4,529

#### LIFE

4,398

#### SATURDAY EVENING POST

3,687

#### TIME

3,302

#### U. S. NEWS & WORLD REPORT

3,021

#### NEWSWEEK

2,954

#### VOGUE

1,709

#### POPULAR MECHANICS

1,655

#### FORTUNE

1,638

This record of advertising achievement is the result of Business Week's ability to deliver your advertising to the men who initiate, specify and approve buying action . . . management men. And, Business Week reaches a higher concentration of management men—at lower cost—than any other magazine in its field.

# Business Week

A MCGRAW-HILL PUBLICATION

MEMBER—AUDIT BUREAU OF CIRCULATIONS

\*Source: Publishers Information Bureau (excludes trade, technical and industrial publications).



## \*Needed: advertiser support for the ABC

On page 36 of this issue is an article that asks some searching questions of the Audit Bureau of Circulations. We feel that this article would very possibly never have been written if manufacturers had lived up to their obligations and fully understood what the ABC means to them.

It is indeed a sad commentary on advertisers' understanding of the value of the Bureau to them that they are only 710 company members compared to 2,685 media members. It is impossible to estimate accurately just how many companies are eligible for membership, but there are surely enough so that if they had more awareness of their own self-interest to join ABC, they could insure that ABC would provide precisely the kind of information they want.

Instead, a large number of advertisers are content to leave ABC and all its works to the media and make themselves heard on the subject only when they have something to carp about. It is perfectly true that the actual operation of ABC is a complex job requiring highly skilled experts, but that does not necessarily mean that just what the ABC accomplishes and just how it issues information on circulations is so complicated that only media circulation experts can understand it.

On the contrary, it is the obligation of the advertisers who spend millions of dollars in print media every year to understand not only the workings of ABC, but understand it to the point that they know when and how the ABC falls short of its purposes.

It is true, we think, that the ABC does much too little by way of educating advertisers. Since it appointed a director of public relations a couple of years ago, ABC's education and public relations work has been vastly improved. However, it still has a long way to go if it hopes (as it should) to increase the number of its advertiser members or even have respectable relations with the press.

In the meantime, advertisers would seem to have turned the ABC over to media, more or less, through neglect. They certainly cannot blame media, which have their own self-interests to protect, if they obstruct or delay much-needed reforms in ABC auditing practices. Advertisers can have only themselves to blame if they cannot persuade the ABC to adopt measures (such as those proposed by the Assn. of National Advertisers and discussed elsewhere in this issue) which will give them needed additional information. The way to get

such things done is simple: campaign to get as many advertisers as possible to join the ABC; once having induced them to join, see to it that they participate as much as possible in ABC work.

There can hardly be any question that the ABC is worth the trouble. It is the only assurance advertisers can have that they are getting true value for all the money they pour into newspapers and magazines. It seems hardly sensible to leave its policies and operation so much in the hands of just one segment of what is supposed to be a tri-partite organization.

## \*Never look back

The talk is growing louder these days about our "economy of consumption." Prosperity depends, say some economic experts, not on how much we produce, but on how much we consume.

Recently, General Foods president Charles G. Mortimer performed a service both for the economy in general and his industry in particular by translating today's too often generalized consumption theory into what it specifically means when applied to food consumption.

Borrowing the figures from J. Walter Thompson's Arno Johnson, Mortimer told his industry that the food business can and should expand 25% by 1960. Such an expansion, in dollar terms, means adding \$9 billion in sales to the current annual volume of \$36 billion—obviously, no easy task.

Mortimer believes the key to increasing food consumption is to increase "service"—that is the convenience foods which since the war have gone to market in ever increasing numbers and varieties.

At General Foods, added Mortimer, "we constantly re-examine our products, our marketing programs and our organization to determine whether we can profit from making further changes."

Mortimer called on the food industry not to look back on growth so far, but to look ahead on the growth ever needed. "Imaginative, effective marketing by all of us who sell food—farmers, processors and distributors alike—is required if we are to get our fair share in this vast economic expansion—and, perhaps, a little to boot."

*The Editors*



# New! New!

## THE DETROIT TIMES

becomes Michigan's

## MOST MODERN NEWSPAPER

- ... with the best in **NEW** PRESSES for the finest in new-day newspaper printing.
- ... with **NEW** and LARGER PAGE SIZE, 308 instead of 280 lines deep, for larger news content, greater advertising display. (Available February 1st.)
- ... with **NEW** R.O.P. COLOR . . . vivid 2-color (available February 1st), 3-color and 4-color (available about March 15th) printing both *daily* and *Sunday* to put new drama and impact into your advertisements.
- ... with **NEW** excellence of EDITORIAL CONTENT, more and crisper local and world-gathered news, more top-flight features, to grip and hold the attention of this newspaper's mass reading audience.
- ... with **NEW** PICTORIAL LIVING, Detroit's one *real* sparkling *Sunday Magazine* done in the *Newest* of ROTOGRAVURE. First issue February 12—see opposite page.

Thus does this forward-looking newspaper "In the Heart of the Michigan Market" (the Detroit marketing area) leap ahead to **NEW** leadership.

To move your merchandise or services in this rich, progressive market, it will pay you to . . .

KEEP UP WITH THE TIMES BY ADVERTISING IN  
**THE DETROIT TIMES**

Represented Nationally by Hearst Advertising Service Inc.



# MARKETING FORECAST

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FEBRUARY 2, 1956

## **Philip Morris Goes Into Marlboro's Box:**

Philip Morris is running tests in Portland (Ore.) and Charlotte (N.C.) to see what the famous Marlboro box will do for long size Philip Morris sales.

You can also expect Philip Morris to test Parliament soon in the flip-top box.

The race is on, incidentally, among other cigaret makers for similar boxes—meaning that an industry-wide packaging change is all but here.

## **Needed: Some Exciting New Products:**

The small appliance business is one to watch these days. For one thing, it tried hard to maintain list price against the discounters and despite such protection as fair trade, for the most part failed. For another, it is a field where brand name is becoming less important (what small appliance doesn't work well enough today?) and where brands themselves are all but indistinguishable in the rush toward look-alike products.

Changes in the business are beginning to turn up, though. General Electric is now in the throes of forcing lower prices on the reluctant industry (see p. 23).

There will be a lot more advertising by GE and others to back the need for "supermarket" or volume selling by the industry.

But the recent Chicago housewares show sported few exciting ideas or designs in small appliances—a basic need if you want to sell labor-saving gadgets as you would toothpaste or cake mixes.

A couple of exceptions came from smaller companies. Shetland Company's Foodsmith combines in one unit a mixer, blender (which grinds coffee, crushes ice), slicer, meat grinder, salad shredder, knife sharpener and can opener. Dynamics Co. of America has an electric "ice jet" attachment for the Waring Blendor which the company claims will crush four trays of ice cubes in a couple of minutes. GE has a cordless electronic clock which runs on electronic impulses floating in the air—but it costs \$175.

Westinghouse Electric Corp. has a product to attack another problem plaguing the industry: lack of adequate wiring in many homes for today's variety of appliances. Its new "automatic appliance center" permits simultaneous operation of five small electric appliances. The device, which requires a 220-volt line, retails for somewhere around \$100.

## **Studebaker's New Cars & Motivation Research:**

Studebaker's 1956 cars plainly show that after a decade the Raymond Loewy-European look has been dumped—almost. The company's new product design strategy, interestingly enough, grew from motivation research studies made among customers in late 1954.

The studies showed that people didn't like the 1954-'55 styling (the European look) because Studebakers didn't have the big and classy appearance of other cars. In short, people went overwhelmingly for the square, massive, chrome-laden "Detroit look." Thus, the 1956 Studebaker—which is hardly different in appearance from its competitors.



However, the studies also disclosed that enough did like Loewy's "Long, lean, hungry look" for Studebaker to market a sport car model, the Hawk line.

But the motivation studies indicated that people want the sport cars in the "family size" that is, with a back seat. The Hawk alone among U.S. sport cars has that asset—one Studebaker is betting on heavily.

Studebaker, which had a dismal 1955 (it produced 133,000 cars, or 1.4% of the market, compared with 1950's 328,000 or 4.9% of the market), thinks it is finally on the right road. It will put \$12,500,000 in ad money (nearly double last year's amount) behind its comeback bid.

**Now Pullman  
Cuts Fares  
for Off-Seasons:**

The revolution in travel marketing got a further push when Pullman Co. recently won ICC approval for rate reductions to stimulate off-season train travel. ICC okayed cuts ranging from 10-40% on roads west of the Mississippi between February and April. But watch for the cuts to spread nationwide soon.

Meantime, though, freight fares are on the rise. ICC just approved a 6% truck rate boost for New England and now southern truckers plan to raise rates 7%. ICC is expected to approve a 7% rail freight increase this month, and it's considering a 7% rate boost sought by domestic water carriers.

**Olin Mathieson  
Diversifies  
Into Aluminum:**

Next big name in aluminum products marketing will be Olin Mathieson. It plans to build an aluminum producing plant (capacity: 120 million lbs. a year): a move that clearly recognizes what marketing is doing for the metal. Buildings, for example, now take 20% of the total capacity, transportation about 16%, consumer durables some 13%.

The proposed plant (making Olin fourth largest U.S. producer after Alcoa, Reynolds and Kaiser) is just the first step in Olin Mathieson's aluminum plans. It hopes soon to acquire a firm to make such aluminum extrusions as window and door frames, irrigation piping.

In short, Olin has its eyes on both consumer goods and on farm equipment. Its agricultural chemicals division has long marketed fertilizer and pesticides to farmers, thus the Mathieson name is well known among farmers.

To tap the aluminum market, Olin is quietly reorganizing the sales setup of its metals division, which will get half the new plant's output. After having a single sales manager for years, the division now has a sales vice-president, plus a sales manager for the division's brass products and one for aluminum products (such as Olin's Roll Bond process for making aluminum heat exchangers for refrigerators).

**TV Program  
Salutes  
Advertising:**

A four-network "Salute to Advertising" opens this year's National Advertising Week on Sunday, February 19. Time isn't set yet because, says the Advertising Federation of America (the sponsor), it's tough to fit the 15-minute program into tight Sunday afternoon & evening commercial schedules.

The program features CBS-TV's Jackie Gleason and Audrey Meadows; NBC-TV's Sid Caesar and Carl Reiner, and ABC-TV's John Daly. Each will deliver AFA's message: how advertising contributes to the economy.



## WASHINGTON FORECAST

### LIQUOR ADVERTISING ON TELEVISION IS IN FOR A KNOCKDOWN

drag-out fight. The Senate Commerce Committee plans hearings on the Langer Bill to ban interstate alcoholic advertising not only on radio & TV, but also in direct mail, newspaper and magazine ads. The hearings (February 15-16) will take up perennial arguments by drinkers & non-drinkers, clergy and laymen, admen and legislators on the effects of liquor advertising. On the programs themselves, paradoxically, TV & radio actors can drink (according to the script) without fear of reprisal.

### TODAY'S BIGGEST CHALLENGE TO AGRICULTURAL MARKETERS

is finding an idea as popular with the U.S. public as vitamins and frozen foods. So says Agriculture Secretary Ezra Taft Benson, who explains that these two comparatively new developments in the history of U.S. eating habits upped per capita consumption of vegetables by 35 lbs. over pre-war records.

### FROZEN FOODS, LARGEST GAINER IN THE GROCERY FIELD,

will reach the consumers in better condition. The Dept. of Agriculture's Cold Storage Research Advisory Committee plans to expand research on packaging frozen fruits, vegetables, poultry and bakery products for better protection en route to consumers. The Dept. of Commerce reports the packaging and container industry increased operations during 1955's third quarter by 7.7% over the same period in 1954.

### SEWING MACHINE MARKETERS WILL LOOK FOR NEW ANGLES

to promote home dressmaking as American women become less budget-minded. A Dept. of Agriculture official says the economy appeal has about reached its limit, and a tougher battle is on to snare housewives' time away from other pursuits.

### CLOTHES ARE BECOMING MORE OF A BAROMETER OF FAMILY

prestige and affluence, say Government sources. The Bureau of Labor Statistics' Helen Humes Lamale claims a steady rise in apparel buying could be increased further with a stronger push in suburbanite clothes. Suburban families spend a lower percentage of their income for clothing than do people in cities, large or small.

### VENDING MACHINES WILL PLAY A NEW AND EXPANDING ROLE

in feeding travelers. Robert Z. Greene, president of the Rowe Mfg. Co., foresees an era of automatic merchandising using "banks" of vending machines in bus, train & airline terminals. Equipped with electronic cookers and other new means of preserving foods, the machines will feed steaks and stews to people on the move.

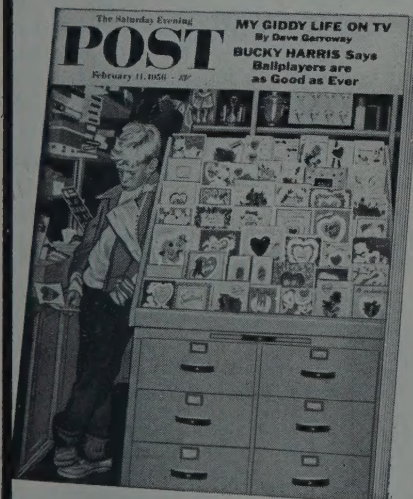
### PLAN FOR STEPPED-UP DISPOSAL OF GOVERNMENT SURPLUS

under a new administrator, put forth by the Dept. of Commerce, will get a cool reception from the U.S. Chamber of Commerce. Walter B. Garver, agriculture manager for the Chamber, says there's no such thing as good surplus disposal. "We do not believe [surplus disposal] can be made at home or aboard without market demand." He recommends the U.S. get out of the commodity business for good.

### "Short of help? Maybe you could use a chimp- or Miss America!"

**JOHN T. GRAFF**, Vice President and Account Supervisor, Fletcher D. Richards, Inc., N. Y., previews "I Lead a Goofy Life" by Dave Garroway, from this week's Post.

"It might not work for you and me, but it works wonders for Dave Garroway. If you catch his show at breakfast time, you know all about his assistants: J. Fred Muggs and Lee Meriwether. I guess he's getting rich, but he's getting up at 4 A.M. every morning to do it . . . Before you decide his 3-hour day is a cinch, you should hear *his* side of the story!"



In all, 7 articles, 4 short stories, 2 serials, and many special features in the Feb. 11 issue of The Saturday Evening Post.



# Tide

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American Motors' Roy Abernethy: a need for a marketing coordinator

## Abernethy: key American Motors auto marketer

When handsome, aggressive George Romney took over as president, board chairman and general manager of American Motors Corp. in October, 1954, he set about organizing the operations of its three major divisions: Hudson, Nash and Kelvinator. After slightly more than a year, Romney decided to turn over many of the responsibilities for the automotive operation to one of his top executives. His choice: tall, stocky, 49-year-old Roy Abernethy, former head of the Nash Sales Division.

As American Motors' new automotive distribution & marketing vice-president, Abernethy was appointed by Romney to coordinate marketing and merchandising of both automotive divisions. His specific responsibilities include direction of both Nash and Hudson Sales Divisions, the Automotive Parts Division and Technical Service, and the merchandising of all products (including the company's basic volume car, the Rambler) through American Motors' 3,000 dealers.

A native of West Monterey (Pa.), Abernethy has been in the automobile business since 1925 when he started with a Pittsburgh Packard dealer as an apprentice mechanic, had worked his way up to wholesale manager by 1943 when he joined Packard Motor Car Co.

as a regional manager. In 1948 he opened his own Packard dealership in Connecticut, returned to Packard (at the company's request) as a zone manager in 1950, and in 1953 decided to accept the challenge of consolidating the Kaiser and Willys sales organizations when those two companies joined forces. He joined Nash in 1954.

## General Foods aims at stronger corporate identity

Over the years, General Foods has developed strong brand identification for its many and diversified products. But one of GF's immediate goals is to strengthen its corporate identity, to encourage the public to relate GF products to the company which makes them. Last month, GF appointed the man who will have this task as a major aim: 51-year-old ex-editor of Scribner's and Look magazine Harlan Logan.

Logan's title at GF is a newly-created one, personnel & PR vice-president. As such his job will be to "integrate and inter-relate" the two departments (personnel has 45 staffers, PR 30); Logan will also be in charge of all GF corporate and institutional advertising.

Actually, says Logan, his job is one of vice-president for human relations, covering the broad field of inside and outside relations with people. "Good public relations," says he, "has to be built first on good employee relations.



It's hard to tell where one begins and the other ends."

Logan adds that much of his attention will be devoted to GF's current expansion program with its strong emphasis on new product development and research. GF's former policy in relation to new products was to acquire them from an outside source; now, Logan explains, GF will develop the new products in its own laboratories.

Logan is a former New York University professor, became editor and publisher of Scribner's in 1936 and editor & general manager of Look in 1941. Most recently he has been a key official of the U. S. Information Agency, PR director of Corning Glass Works and PR & ad director of Steuben Glass.

## Sterling Drug consolidates: one division, 25 products

Sterling Drug Co. subscribes to the theory that "a company which moves ahead stays ahead." The leader in the proprietary drug field by more than a few aspirins, Sterling is streamlining its marketing operation to assure that it stays in front. Last month, Sterling consolidated its three proprietary drug divisions—Bayer, Centaur-Caldwell and Chas. H. Phillips—into one new National Brands Division.

Two veterans of more than 20 years with Sterling will head up the new division's marketing: 55-year-old Alfred J. Burns, sales vice-president, and 47-year-old James Negley Cooke, Jr., marketing & sales promotion vice-president.

Where three sales forces were previously required to handle Sterling's 25 products, all will now be handled



Sterling Drug's new vice-presidents A. J. Burns and J. N. Cooke: "Consolidation will be gratefully received by our customers."

through the new division's single sales force. To the retailer, it means a lower minimum order requirement and more co-operative advertising.

Sterling feels the move will benefit the wholesaler as well. Says Sterling board chairman James Mill, Jr.: "Our experience on the Pacific coast (where Sterling experimented with its new division) shows a much higher turnover order because each order reflects the [retailer's] requirements from three divisions instead of one."

Cooke sums up the reasons for the change thus: "Consolidation will be gratefully received by our customers everywhere. One sales representative to see instead of three; one audit to write up, enter and mail; one shipment to receive and check in; one invoice to process and discount; and much faster service on handling orders throughout new distribution centers strategically located throughout the U. S." Where orders were previously handled through each division, they're now channeled through four new central distribution centers.

Burns, divisional vice-president of Phillips Co. since 1945, joined Sterling in 1945 as a Phillips salesman. His main duties in the new division include reorganization and maintenance of the general sales force which sells to independent druggists and other drug dealers.

Cooke (whose wife, the former Nancy Reynolds, was U. S. National Woman's ski champion and a member of the 1941 U. S. Olympic ski team) was formerly director of marketing and chairman of Sterling's marketing committee. He now heads up a separate selling force of merchandising men who sell supermarkets and chain druggists on how to feature Sterling drugs.

## Falstaff gets a new PR department the easy way

Falstaff Brewing Co. (St. Louis), which claims to be a pioneer in the idea of brewery decentralization, last month pioneered a new concept in establishing a public relations department. Falstaff's new PR department will be staffed entirely by 14 employees of its PR counseling firm, Thomas W. Parry & Associates.

As PR director, Falstaff named blond, slender, 33-year-old Robert E. Huchingson, who at Parry's had been senior assistant on the brewery account. With Huchingson, 13 others from the Parry firm — which remains Falstaff's PR counsel—become Falstaff employees. All were kept in the dark about the plan, which was five years in the making, until the transfer was announced.

Huchingson likes the idea of joining his client, points out that "as employees we will use facilities (such as company planes) we would have hesitated asking for before." He adds that it will mean a better PR operation, particularly on the plant-city level; in each of Falstaff's four local plants in San Jose (Calif.), Omaha (Neb.), New Orleans and Fort Wayne (Ind.), PR men will report to plant resident managers who, only last year, were given complete responsibility for all local administrative functions.

At Falstaff (whose sales climbed 18% last year to 3,650,000 barrels), Huchingson sees the local PR staffers having "a lot of authority," adds that it "Puts them closer to the company spokesman — i.e., president, plant managers — in their area." Huchingson himself reports to Falstaff president Joseph Griesedieck.



Falstaff Brewing's Huchingson: more authority for local staffers



# "I have not yet, indeed, thought of a remedy for *luxury*...

"I am not sure that in a great state it is *capable of a remedy*; nor that the evil is in itself always so great as it is represented.

"Suppose we include in the definition of luxury all *unnecessary expense*, and then let us consider whether laws to prevent such expense are possible to be executed in a great country, and whether, if they could be executed, our people generally would be happier, *or even richer*.

"Is not the hope of being one day able to purchase and enjoy luxuries, a great spur to labour and industry?

"May not luxury, therefore, produce more than it consumes, if, without such a spur, people would be, as they are naturally enough inclined to be, lazy and indolent? *To this purpose I remember a circumstance.*

"The skipper of a shallop, employed between Cape May and Philadelphia, had done us some small service, for which he refused to be paid. My wife, understanding that he had a daughter, sent her a present of a new-fashioned cap.

"*Three years after*, this skipper being at my house with an old farmer of Cape May, his passenger, he mentioned the cap, and how much his daughter had been pleased with it. 'But (said he) it proved a dear cap to our congregation.'

" 'How so?'

" 'When my daughter appeared with it at meeting, it was so much admired, that all the girls resolved to get such caps from Philadelphia, and my wife and I computed that the whole could not have cost *less than a hundred pounds*.'

" 'True, (said the farmer) but you do not tell all the story. I think the cap was nevertheless an advantage to us; for it was the first thing that put our girls upon knitting worsted mittens for



BENJAMIN FRANKLIN—B: Jan. 17, 1706—D: Apr. 17, 1790

The Franklin portrait above is from the original wood engraving by Bernard Brussel-Smith. The text is taken from a letter written by Franklin in 1784 to the editor of his published works. It appears to be a mature afterthought, qualifying his earlier and more familiar writings on the importance of thrift.

sale at Philadelphia, that they might have where-withal to buy caps and ribbons there; *and you know that the industry has continued*, and is likely to continue and increase to a much greater value, and answer better purposes.'

"Upon the whole, I was more reconciled to this little piece of luxury, since not only the girls were made happier by having fine caps, but the Philadelphians by the supply of warm mittens."

*This appreciation of the human motives that lead to an expanding economy is gratefully reprinted on the 250th anniversary of Benjamin Franklin's birth. For a reprint of this advertisement, write to:*

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne, Tokyo, Manila.



## GENERAL MARKETING



Saran Wrap's marketing team: (l. to r.) product sales manager, W. L. Nelson; merchandising manager, Amos L. Rud-dock; market research manager, Parker Frisselle; advertising manager Millard L. Hooker.

### The sales troubles behind . . .

## Saran Wrap's new marketing plan

- Some 10% of customers didn't buy Saran Wrap a second time.
- Advertising costs reached to 30% of each sales dollar.
- Then Saran hired Ernest Dichter and Nowland & Co. for help.
- Here's the new strategy Nowland and Dichter suggested.
- Saran Wrap expects it to boost sales 20-25% this year.

► Unless you're in the know, Saran Wrap's story sounds like the sales success story of all time. In two years (Saran Wrap went national in November, 1953), Dow Chemical Co., maker & marketer of the transparent plastic

wrap, has managed to install it in grocery stores doing 90% of U.S. food business. Probably three out every four U.S. families know that Saran Wrap exists. The product itself accounts for 13% of the \$100 million-

plus-a-year wrapping material business."

But last spring, Saran Wrap's marketers knew that something was wrong. Sales figures reaching Dow's home office in Midland (Mich.) showed \$12,000,000 worth of sales for fiscal 1955 (ended May 30). But on an annual ad budget of \$3,500,000 (mostly on network television), that meant that Saran Wrap advertising took 25-30¢ of every sales dollar (a headache for nearly any marketer, the ratio

\*Between 1953 and last year Scott's Cut-Rite wax paper, the field's leader, dropped from 43% of the market to 35%. Aluminum foils rose from 20% to 28%. Meantime, the total market for wraps has rocketed—from \$50,000,000 in 1950 to \$68,000,000 in 1953 to an estimated \$100 million last year.



particularly jolted Dow's profit-minded management). Even worse, some 10% of those who bought a roll of Saran Wrap did not buy one again.

➤ **Saran's marketers immediately set out to discover how to sell more rolls more profitably. Where, they frankly asked themselves, have our blind spots been in Saran Wrap's marketing?**

To find out, Dow turned, as it had in the past, to the researchers (Dow estimates that it has spent \$250,000 on research since Saran Wrap's test marketing days in late 1952 and early 1953). First, Dow hired Dr. Ernest Dichter, well-known motivation researcher, to find out whether there are psychological "blocks" to buying Saran Wrap, or, conversely, psychological "plusses" that might help sell it.

Sametime, Dow hired the marketing consultant firm of Nowland & Co. (Greenwich, Conn.) to study Saran Wrap's sales situation, find out what was wrong and what could be done about it.

The two studies (conducted concurrently, but separately, last summer) have resulted in a brand new marketing strategy for Saran Wrap.

➤ **Happily, the three-month (\$16,500) Dichter study, submitted to Dow last August, did not reveal any major psychological blocks to the purchase of Saran Wrap (though it might be associated with extravagance.)** Dichter suggested these "plusses:" that it's an "adventurous" product, a modern product and thus should not be advertised in a humdrum way. Further, Dichter gave Dow some usable marketing ideas ("consider a Dow Betty Crocker") and ad copy slants ("No other household wrap is so durable yet so delicate"). In fact, Dow acted almost immediately on one of Dichter's findings: that many housewives feel Dow misleads them into believing that Saran Wrap is easy to handle. Dow rushed a new commercial into its summer show (Arthur Godfrey's morning simulcast on CBS-TV), explaining that although Saran Wrap may be a bit hard to handle, it's worth the extra work.

Dow, being research minded, was already aware of some of the problems the researchers uncovered. Very early Dow research, a study by Elrick, Lavidge & Co. (Chicago), indicated that most Saran Wrap users used it for "specific purposes, such as to cover bowls going into the refrigerator. Another study suggested that some 10% of customers would not buy the product a second time (Dow hoped for annual sales of at least two rolls per family).

Dow wanted Nowland's four-month (\$34,500) study not only to uncover what held back sales, but to suggest

ways to break the bottlenecks. Nowland conducted its study between June and September, did not deliver its final report until October. A preliminary September report, however, caused Saran Wrap's agency, MacManus, John & Adams, to develop a completely new ad campaign for the product.

➤ **Basically, Nowland found that Dow probably had the right policy in introducing Saran Wrap, "but it is evident that to continue in the future along these same policy lines will not increase sales substantially beyond present levels."** Dow was presenting Saran

Wrap as a higher-priced, general purpose kitchen wrap with several "excellent" features. The consumer, said Nowland, translated Dow's presentation of Saran Wrap to mean simply "a better wax paper which clings and is transparent." The consumer, said Nowland, "incorrectly perceived" Saran Wrap to be another variety of wax paper—not a better kitchen wrap, but a better wax paper.

The trouble with sales, Nowland suggested, was that Dow had failed to communicate that Saran Wrap is quite different from, and a good deal more than a better wax paper.

## Saran Wrap's new advertising strategy

**L**ATE last spring Dow Chemical Co. hired both researcher Ernest Dichter and the marketing consultant firm of Nowland & Co. (see box, p. 22) to help its product, Saran Wrap, out of a sales impasse (see accompanying article). Based on "Nowland's and Dichter's research, there will soon be a new ad strategy in force for Saran Wrap, one that hopefully will change housewives' idea of the product. Equally important, Dow hopes to accomplish that job with a 1956 ad budget of about \$1,600,000 vs. the profit-pinching \$3,500,000 of last year.

Basically, Dow is out to broaden the use of Saran Wrap—plug it not as just a kitchen wrapping material but as a household wrapping staple, handy always to have around the house. Sametime, Dow will drop emphasis on Saran Wrap's unique qualities (e.g., cling, transparency), shift to emphasis on how Saran Wrap benefits the customer.

To do this job, Dow has both a brand-new media strategy and a brand-new copy strategy, the full impact of which won't be under way until around Memorial Day.

Until summer Dow will continue to use network television (to replace Medic, which it dropped last month, it will sponsor this spring NBC-TV's Matinee Theater

for 10 weeks and ABC-TV's Famous Film Festival for six weeks, plus participations on NBC-TV's Today and Home).

But by summer's end you can expect Saran Wrap to be out of network television entirely—for reason Nowland's and Dichter's studies make plain. Instead of network television, Dow will use local spot television. "Rhythmic" use of these 10 and 20-second commercials will supplement magazines, the core of the planned new ad strategy.

Dow hopes to break its magazine advertising in May, run it through 1957. Ads will probably run in five major national magazines. There will also be a heavy business paper campaign.

As a result of Nowland's and Dichter's studies, advertising copy strategy has also been revised. During early network television advertising (which, incidentally, made Saran Wrap nationally known in a matter of months), the big pitch was for Saran Wrap's unique qualities. For example, demonstrator Carol Brooks, when wrapping foods with Saran Wrap, would accent its transparency and cling. Later Dow plugged Saran's Wrap's characteristics on Medic, but in a different technique. Tabled the "black light" technique, commercials showed either food wrapped in a



➤ Nowland found these reasons for Dow's failure to sell more Saran Wrap:

- Dow's television advertising had introduced housewives to Saran Wrap, but had not taught consumers how to handle it more effectively, or use it more broadly (for example, outside the kitchen).

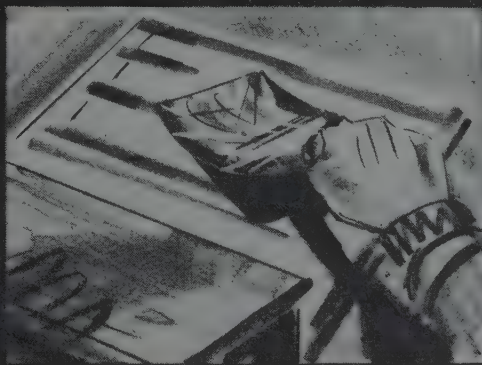
- The housewife considers many uses suggested for Saran Wrap as appropriate, but some infringed on her sense of appropriateness. In other words, Dow was not careful enough about distinguishing what Saran Wrap can keep fresh and what probably doesn't need to be kept fresh.

- Dow's emphasis on Saran Wrap's abstract qualities (cling, transparency) just didn't mean anything to the housewife. She did not, reported Nowland, relate these abstract qualities to her own needs and problems. Nowland felt that these Saran Wrap attributes should not key, as they did, Saran Wrap promotion.

Nowland suggested that Dow launch a radically different advertising campaign for Saran Wrap, built around this key idea: get across to consumers that Saran Wrap is a very useful material, a household product with unique ability to protect and preserve—both inside

the kitchen and outside it in the home. "The notion to instill," said Nowland, "is that you need Saran Wrap in the house at all times because it is handy stuff." That does not mean, cautioned Nowland, to play down the value of Saran Wrap in the kitchen. It means playing up the value of Saran Wrap as a specific wrapping material, and one with very general advantages.

➤ Here are Nowland's specific suggestions which Dow has already started to put into effect and which add up to a radically changed advertising strategy:

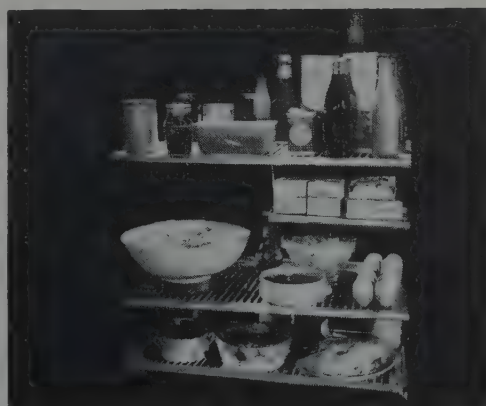


refrigerator or the hands of Carol Brooks wrapping food (for examples of both commercial types, see right).

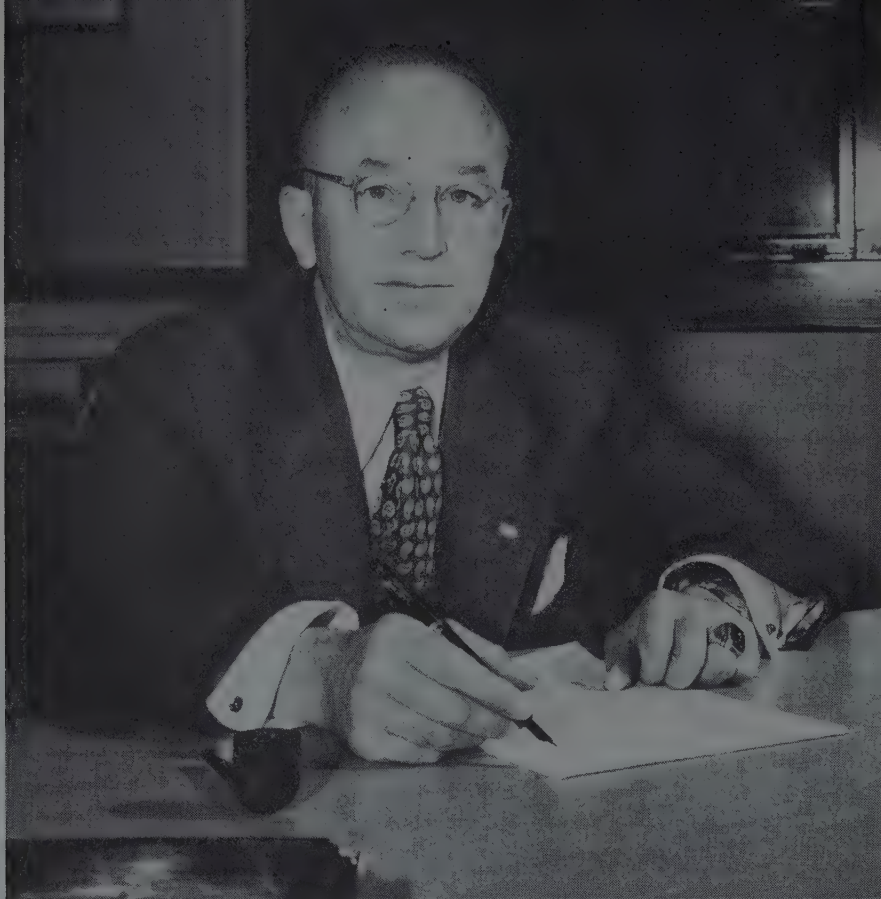
Now Dow has gone back to the original demonstration commercials, but Nowland's and Dichter's research is plain. New commercials, like the strip above, plug Saran Wrap's "protectiveness" for various household products such as paint and paint brushes. That sort of commercial will continue into 1957 (Schwerin Research, for instance, is studying how many ideas Dow can get across in 10 and 20-second commercials).

The magazine copy also will plug the wide uses of Saran Wrap. A magazine ad, for example, might show Saran Wrap protecting silverware, state that Saran Wrap is tops for preserving the best you own. Around that basic idea and illustration would be smaller illustrations picturing Saran Wrap protecting other valuables like jewelry, fine clothes (Dow has signed Gallup-Robinson to study its Saran Wrap magazine advertising).

In addition to the new media and copy strategy, Dow will employ another tool to change the housewife's concept of Saran Wrap. It will expand its working force of product publicity men now working on Saran Wrap out of Dow's public relations department. For example, Dow recently expanded its consumer education efforts by appointing a professional home economist, Margaret B. Doughty, as director of consumer education. She'll work with homemaker groups, high schools, colleges, extension services, newspapers, radio & TV stations. Dow also is hiring an outside publicity agency (to be announced this week or next) to push Saran Wrap's use in markets outside the home—e.g., jewelry stores, the medical profession, factories. This agency also will stage "spectacular type" publicity stunts to keep Saran Wrap before the public eye.







**Dow president Leland I. Doan: can we do it better?**

- Spell out the appropriate uses of Saran Wrap.
- Stress the reasons for using it, rather than overdoing its attributes (cling, transparency).
- Promote non-kitchen uses heavily.
- Relate Saran Wrap television advertising to the interests and motives of the people who are the best potential customers for Saran Wrap—that is, to housewives' interests and motives, such as love of children and home, house-keeping, cooking, care of clothes, hobbies, interest in decorating, etc. Key the tone of the show itself (Dow had sponsored *Medic* for two years) to the idea of modern living—convenience, comfort, ease and relaxation. Use a television program where commercials can come close to being woven into the show itself. Re-evaluate all advertising media in the light of the need for hard, personal selling.
- Do deeper research to learn what sort of sales appeal is most meaningful to customers, what is most meaningful to prospects.
- Relate the cost of Saran Wrap to the value of the object preserved or saved. Stress non-kitchen uses to combat cost-consciousness. Further, non-kitchen uses do not invite comparison with wax paper. (Nowland suggested that Dow should try to cut Saran Wrap's prices, now ranging from 29-33¢ in the east and as high as 36¢ west of the Rockies, down below 30¢. But Dow has no such plans, nor apparently

interest in one. Saran Wrap is competitive in price with aluminum foil, but is much higher in price than wax paper's 26-29¢, especially since Saran's present roll is 25 ft. long compared with wax paper's 125 ft.).

For how Dow is putting these advertising suggestions into effect, see box. Sametime, Saran Wrap's packaging, because of the long difficulty in getting it out of the box, is undergoing a thorough overhaul (see box).

► Dow believes that its new marketing strategy, based on Nowland's and Dichter's research, will boost Saran Wrap's 1956 sales 20-25% over last year's \$12,000,000\*

Problems with Saran Wrap are actually nothing new for Dow, the nation's sixth largest chemical producer after Du Pont, Union Carbide and Allied Chemical, Olin Mathieson and Monsanto.

Fifteen years ago Saran Wrap was a heavy, slightly yellow, oily film that smelled unpleasant and had only one customer, the U.S. Army (which used it as a gun protector). By 1948, Saran had developed into a non-oily, odorless film which Dow decided to test as a possible household product.

\*Saran Wrap's annual sales volume of \$12,000,000 is a drop in Dow's sales bucket. Last year, the 22,500-employee company had net sales of \$470,741,829 and a net profit of \$37,414,257. Sources of sales income: chemicals, 58%; plastics, 32%; magnesium, 10%. During the first six months of its present fiscal year, Dow racked up \$272,971,210 in sales vs. \$222,096,806 in the same period last fiscal year. Dow makes and markets 600 products to 13,000 industrial customers.

Saran Wrap (then called Saran Seal Wrap) first hit the market in April, 1949; it was tested in department stores between New York and Chicago. Flaws in the dispensing package caused its withdrawal from the market until mid-summer, 1949, when it was again tested in different cities.

Meantime, a sales and distributing company called Saran-Wrap Corp. was formed in Midland by a group of Flint (Mich.) businessmen, including Arthur Summerfield, now Postmaster General of the U.S. This firm ran additional market tests, advertised in newspapers and radio in several cities, and confidently predicted national distribution in about seven months. The sales outfit struggled along for nearly two years until, around 1951, Dow bought it out and dissolved the firm.

By the summer of 1952 Dow was convinced that enthusiasm was no substitute for money when it came to introducing a new product like Saran Wrap on a national basis. The defunct Saran-Wrap Corp., it is true, had achieved sketchy national distribution in department stores, but sales were sparse and "the housewife did not know what was in the box."

Dow decided to do the job itself, a remarkable move, since in its 55 years of corporate life Dow has always been a supplier of raw materials to other industries. Marketing Saran Wrap was Dow's first major entry into the consumer market on a national scale.\*

► When Dow decided to sell Saran Wrap itself, its first step was to test ways to market the product late in 1952 in Cincinnati, Columbus and Toledo. Tests showed grocery outlets were best since most wrapping material sales are there. Television would give the best (50%) consumer recall on the product.

► In the fall of 1953, Dow made an historic marketing move: it plunged directly from test market into national distribution, with network television (NBC-TV's *Today*, *Your Show of Shows* and *Kate Smith*) the big stick to pressure distribution.

Dow spent \$1,000,000 on television that season, supplementing it with color ads in *This Week*. Within five months after the national ad campaign broke, Saran Wrap was virtually everywhere (thanks also to food brokers whose territories paralleled the television network's station lineup).

Dow's quick distribution success with television convinced it to add a nighttime show, and it gambled on *Medic*, which NBC-TV inserted in September, 1954, in the dead spot opposite CBS-

\*Dow made an unsuccessful stab at the consumer market right after the war with magnesium barbecue grills, furniture and canoes.



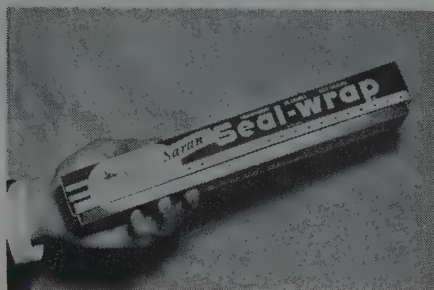
TV's I Love Lucy. High cost was one factor in the decision. Dow paid \$78,000 per Medic show, believes the program did "a wonderful job for us" in gaining national recognition.

► Perhaps most intriguing about Dow and Saran Wrap is the fact that the product still has no formal marketing

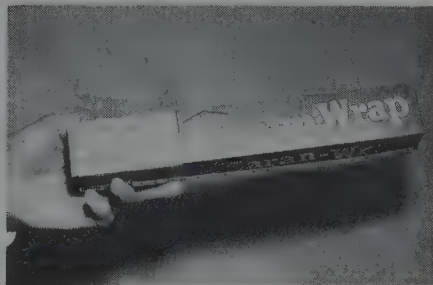
group. Nominal head of the five-man team marketing Saran Wrap is Dow's assistant general sales manager, 43-year-old William R. Dixon (Saran Wrap is only one of 600 products under Dixon's sales guidance). Similarly, the other men most concerned with marketing Saran Wrap have the product as only one of their activities. Chemical

engineer W. L. "Buzz" Nelson, 41, is Saran Wrap's sales manager, but his principal job is film product sales manager of Dow's Plastics division. Ex-sociology teacher Amos L. Ruddock, 45, merchandising manager of the Plastics division, may have his heart set on Saran Wrap's success, but his merchandising responsibilities embrace all

## Fifth new Saran Wrap box due—by Loewy



①



②

After years of little but trouble with its package—getting Saran Wrap out of the box can hardly be called easy—Dow Chemical Co. thinks it has the problem solved. Hopefully this year, the company will market Saran Wrap in a package designed by Raymond Loewy, who claims to have found a way to get Saran Wrap out of the box with ease. Secret of the new package: you apparently "squeeze" the transparent plastic wrapping material out of the box.

The new Loewy package means that Dow will have to scrap a good part of its current packaging machinery—even machinery now making a package that has yet to appear on the market. Further, the Loewy package may cost  $\frac{1}{4}\phi$  more per box to make (each box costs about 2¢ now to produce).

The Loewy box apparently is worth such expense. Tested recently by Dow's market researchers in Grand Rapids and Toledo, it was the first choice of 81.4% of the housewives interviewed.

The Loewy box will be the fifth different Dow package to go to market in recent years. The first design (top left) is one of the boxes Dow inherited from the independent Saran-Wrap Corp., which once tried to put the product across (see accompanying article). The second major package (top right) simplified design elements for better visibility and impact in television commercials. Similarly the package carried the new Dow diamond trademark, also sported a Saran Wrap sales message that ran in the order people read—from left to right.

Dow's third package try (lower left) moved the cutter edge from bottom to top, to enable the box to open from the top via tuck-in flap (at finger tip). The fourth package (bottom, center) will go to market soon, has returned the cutter edge to the bottom (Dow simply

found that that worked better).

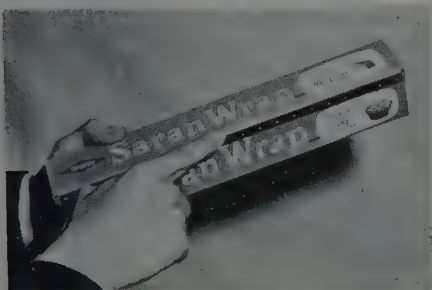
While the regular package contains a roll of Saran Wrap 12 in. wide and 25 ft. long, the product now boasts a "queen" size roll which is 18 in. wide. Currently Dow is market testing in Des Moines, Fresno and Springfield (Mass.), rolls 50, 75 and 100 ft. long. Dow also eyes the commercial market—e.g., bakeries, butchers, ships, government stores—for large Saran Wrap rolls.

A Saran Wrap packaging committee (made up of people of Dow Chemical's plastics division, including representatives from production, sales, advertising, merchandising, market research and plastic technical service) reviews all Saran Wrap packaging strategy. Harry Bull, Dow's packaging co-ordinator (he's in Dow's purchasing department), heads this and other packaging committees which review surface design, carton specification, consumer complaints, consumer testing, etc.

Bull's over-all job is to run Dow's three-year-old campaign to integrate packaging of its products and to freshen old designs. Dow, for example, has introduced a basic package policy as far as outside design goes. Basic packaging colors—blue and yellow—were chosen to reflect modernity, quality, high visibility and sharp contrast. The design must include: 1) trademark; 2) product name; 3) product description; 4) capacity marking; 5) company marking.

Bull's job of "humanizing" Dow packages ranges from installing a little hard sell on Dow's weed killer container to redesigning Saran Wrap's shipping case. Bull claims, for example, that Saran Wrap's new shipping case incorporates one notable first: every panel of the case plainly shows the name of the product and its contents. Regardless of how the case is placed in the warehouse, it can be identified.

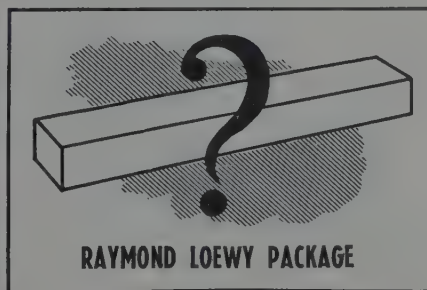
③



④



⑤



RAYMOND LOEWY PACKAGE



Dow's plastic products. Dow advertising manager Millard J. Hooker, 44, is in the same boat. And so is organic chemist Parker Frisselle, 41, Dow's market research manager.

Nelson, Ruddock, Hooker and Frisselle are Saran Wrap's marketing team (and a pretty successful one) under Dixon's over-all guidance. Nelson is directly responsible for making Saran

Wrap profitable. Generally, the other three service Nelson to help him solve his sales problems. Merchandising manager Ruddock creates the marketing strategy, bases his planning on market research manager Frisselle's findings (three members of Frisselle's 15-man staff work solely on Saran Wrap market studies). Advertising manager Hooker implements the strategy de-

cided upon. Actually, it appears that this rather loose-jointed association of the four men has resulted in some loss of time and hardly makes for good marketing co-ordination.

Further, Dixon and Saran Wrap's four-man marketing team do not hold regular meetings. From Dow president Leland Doan on down, Dow practices "the democratic technique" of informal (and often irregular) meetings of its executives. Those particularly concerned with Saran Wrap "naturally" gravitate together by the sheer nature of their jobs and the inclination of their individual personalities. But they meet informally and mainly to discuss a problem when it arises rather than to plan over-all strategy ahead of time.

Despite this loose-jointed approach to marketing, Dow has steadfastly made sure that Saran Wrap enjoyed the most extensive and best possible research it could buy for it ("This company was built on research since the day that Dr. Herbert Dow set up shop in 1897"). Probably that is the basic reason why Saran Wrap is as successful as it is. If the Nowland-Dichter research is as good as Dow thinks it is, the rise of Saran Wrap has just begun.

➤ **Indeed, Dow Chemical has other consumer products in mind, now that it seems all but rid of the problems afflicting its first consumer product.**

- It's market testing Dowlube, a lubricant for outboard motors.
- It's discussing the possibility of marketing a magnesium flashlight battery (most are zinc).
- Forbes Business Research is investigating for Dow ways to increase sales of Dow's Saran insect screen. After World War II, as copper screen marketers cut their prices, Saran insect screen sales fell. Since then, Saran insect screen has been on a bumpy sales road.
- The Social Attitude Survey (Riverdale, N.Y.) will make a motivation research study of Dow's anti-freeze, already nationally distributed. Dow encourages oil companies selling its anti-freeze to use the Dow name on it.
- Dow plans motivation research studies of its agricultural chemicals sold direct to consumers (e.g., pesticides).

Actually, Dow has no policy for entering the consumer field. "We weren't looking to spread our name with Saran Wrap," says Dow president Leland Doan. "It was a secondary factor. We have two criteria for making and selling a product ourselves: the product must be unique, not something other companies do well with. The second point is, can we do it better ourselves."

## Nowland & Company: marketing mastermind

Nowland & Co. (Greenwich, Conn.) can best be described as a service company—one which helps its company clients both solve marketing problems and plan for growth in sales and profits. Nowland believes that the key to such growth is to find out which facts about a marketing plan have the most influence on the decision to buy. As its president, 50-year-old Roger Nowland puts it: "Marketing begins with the consumer." Thus Nowland's stock-in-trade is both its concept and its 80-man staff which studies marketing problems.

Last summer, for example, Nowland's staffers pooled their assorted talents for a consumer study "to find means of increasing further the sales volume of Saran Wrap." Their objective: "to isolate and examine factors which operate to inhibit or to facilitate the sale of Saran Wrap, with specific reference to the consumer as such in her day-to-day use of the product."

Nowland probed "three areas of information" to achieve its objective: 1) the nature and the sources of the knowledge & attitudes which consumers have both about the properties and the uses of Saran Wrap; 2) the nature of the experiences which consumers have had in connection with Saran Wrap and which may have influenced its use and acceptance; 3) and the relationship between the personal and background characteristics of the consumer as they influence the use and acceptance of Saran Wrap.

Nowland staffers gathered information from random samples of consumers in nine areas: Atlanta, Bronx County (N.Y.), Columbus (Ohio), Indianapolis, Oakland, Oklahoma City, Peoria (Ill.), Richmond County (N.Y.), and Springfield (Mass.). They completed 407 depth interviews (relatively unstructured and conversational interviews, each lasting about an hour).

Nowland divided "the character of the market" into four consumer groups:

- The heavy user of Saran Wrap: the housewife who claims to use more than one roll a month ("characteristically an enthusiastic but somewhat non-discriminating user").
- The light user: the housewife who claims to use less than one roll a month ("characteristically judicious . . . aware of special purposes").
- The former user: the housewife who has tried and discontinued the use of Saran Wrap ("characteristically an impatient person who somewhat exaggerates the cost of handling-dispensing difficulties of Saran Wrap").
- The non-user: the housewife who had heard about Saran Wrap but has never tried it ("usually a person with little wrapping need and little kitchen interest").

Nowland then came up with recommendations for changes in Saran Wrap sales strategy on the basis of the views toward the product expressed by these four types of user (see accompanying article).

Nowland's next assignment from Saran Wrap's maker, Dow Chemical Co., is a consumer study of factors influencing the purchase of basic material which Dow supplies to other firms; to market under their own name.

Nowland & Co. itself got its present name only in January, 1955. Roger Nowland, one-time practical interpreter of industrial designs by Norman Bel Geddes, started a partnership 12 years ago with industrial designers Carl Van Doren and Peter Schladermundt. Van Doren retired and the firm of Nowland & Schladermundt continued, moving to Greenwich two years ago. About a year-and-one-half ago, Schladermundt left to devote his time to product design, a function Nowland considers as just one part of the over-all marketing strategy.





GE CLEANER

OLD PRICE	NEW PRICE
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Manufacturer's price to distributor

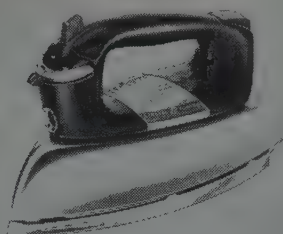
**\$33.93**      **\$27.23**

Retailer's price to consumer

**44.42**      **33.72**  
(distributor's margin: \$10.49)      (distributor's margin: \$6.49)

Distributor's price to retailer

**69.95**      **49.95**  
(retailer's margin: \$25.53)      (retailer's margin: \$16.23)



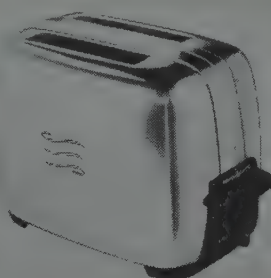
GE STEAM IRON

OLD PRICE	NEW PRICE
-----------	-----------

**\$8.71**      **\$8.15**

**11.40**      **10.09**  
(distributor's margin: \$2.69)      (distributor's margin: \$1.94)

**17.95**      **14.95**  
(retailer's margin: \$6.55)      (retailer's margin: \$4.86)



GE TOASTER

OLD PRICE	NEW PRICE
-----------	-----------

**\$9.68**      **\$9.79**

**12.67**      **12.12**  
(distributor's margin: \$2.99)      (distributor's margin: \$2.33)

**19.95**      **17.95**  
(retailer's margin: \$7.28)      (retailer's margin: \$5.83)

**Buying is not keeping up with production. That's why . . .**

## GE fights for "volume" prices

- Here's why GE pared prices & profits on its small appliances.
- It hopes to force volume concept on profit-minded industry.
- Despite industry reluctance, GE's idea will probably win out.
- Look for profit cuts at all small appliance distribution levels.
- But very much unresolved is what happens to small retailers.

**L**AST December 22 General Electric Co. suddenly set in motion what will doubtlessly develop into an historic marketing milestone. On a closed television circuit, W. H. Sahloff, GE vice-president and general manager of its housewares & radio receiver division, told distributors that, effective January 1, 1956, list prices on all GE small appliances from toasters and irons to

blankets and vacuum cleaners would be cut 5-30%.

The cuts pared distributor margins from 15% to 13%; pared dealer margins from 36½ to 32% (both discounts are figured on list price); and pared the price the manufacturer gets (see chart). For example, the list price on one GE vacuum cleaner dropped from \$69.95 to \$49.95—much nearer the discount

house price (in non-fair trade states) of \$39.95.

➤ GE's move, however, is not primarily a move to meet discount house competition (GE's effective fair trade policing by & large has the discounting problem under control). It is primarily a way to increase small appliance sales, which are not keeping up with ever-increasing production ability. Small appliances, incidentally, broke through the \$1 billion sales mark last year for the first time, double 1949's volume.

Said Sahloff in stating the thinking that makes GE's move historic: "We strongly feel we are building a monument to the foresight which we, together, have had in doing voluntarily today that which we would have been compelled to do tomorrow."



What Sahloff did not discuss is this: implicit in the "volume" marketing pattern GE presses for is "supermarket" selling even in the smallest retail store. It's obvious that despite ever-increasing manufacturer aids (e.g., bigger co-op budgets, increased field sales forces), there's a physical limit to the amount of additional traffic many small distributors and dealers can build. Volume is doubtlessly the key to survival in electrical appliances from now on, and doubtlessly lower prices are the key to volume. But will that concept eclipse the small businessman?

GE's move followed an 18-month study of small appliance marketing trends. That study, said Sahloff, disclosed first & foremost that consumption is not keeping pace with rising productivity. There is "a definite need to broaden the base of the marketing pyramid," to penetrate more deeply the middle and lower income brackets. It's obvious, declared Sahloff, that lower price is the way to do this.

"The more we studied," Sahloff continued, "the more we realized that mass marketing means mass distribution and mass pricing, and retailing as an arm of mass distribution was dynamically changing."

One such change is the growth of manufacturer participation in the entire marketing process. Through national advertising, through packaging, through taking over much of the product servicing job, manufacturers "have shouldered more & more of the functions historically assumed by retailers." Since manufacturers do more such selling for retailers, it's clear to GE at least that retailers can stomach a cut in their traditional unit margins.

➤ Sahloff made it plain what GE has in mind: "Realistic pricing, cutting costs of operation & selling, increased unit volume, doing business with dollars instead of percentages, acceptance of lower margin competition **MUST** be the general order of the day."

Sahloff also made it plain that he holds little hope for those retailers who don't harken to his advice: "Merchants who seek to perpetuate high margins of gross profit will find themselves consistently undersold by the competitor who has found means of reducing selling costs and overhead."

Sahloff, incidentally, hopes the new lower prices will help GE promote new products (for instance, it has a new cordless electric clock) "at more realistic prices . . . and enhance our position in gift buying in competition with non-electrical merchandise."

If the need for the price cuts is clear enough, how exactly did GE work them out? Sahloff explained it this way. Consumer price is the result of three

things: cost of the product itself; distribution & selling costs; the profit that goes to the manufacturer, distributor and dealer. Assuming that operating costs are held down with maximum efficiency, there's only one way to pare the consumer price: cut the profit of manufacturer, distributor and dealer.

➤ "The burning question then," Sahloff admitted, "is how to maintain a healthy, growing business if profits are reduced." The answer is this five-point "credo" which already is beginning to affect small appliance marketing:

- "We must change our way of operating.

- "We must adopt merchandising techniques which will exploit to the fullest extent possible the lowest consumer prices which we can establish.

- "We must be able to move physically the larger quantities of merchandise the consumers will buy at lower prices.

- "We must learn new ways of controlling expense.

- "We must change our thinking from the old concept of percent profit, to the new concept of greater dollars of profit, which comes from selling larger volume."

GE's housewares & radio receiver division this year will spend well over \$15,000,000, the largest advertising & promotion budget in its history. Field sales forces, which help distributors with key accounts, will be increased. GE expects both distributors and dealers to do much more local promoting, with increased company assistance.

➤ GE's competitors are hardly happy over GE's pricing move. Not one reduced prices on every product, as GE did. Sametime, only the biggest dared to reduce distributor and dealer margins. Here's what other manufacturers have done so far:

- On the same day GE's move was announced, Casco Products Corp. cut retail price of its steam iron from \$18.95 to \$15.95 (GE's competitive iron was cut from \$17.95 to \$14.95). Casco, however, did not slice distributor or dealer margins.

- Landers, Frary & Clark cut retail price of its coffee maker, followed on January 5 with reduced prices on irons and one toaster. It, too, did not cut distributor and dealer margins.

- Toastmaster division of McGraw Electric cut the price on its largest selling toaster from \$19.95 to \$17.95 (GE's competitive toaster was cut to \$17.95). It cut both distributor and dealer margins on that toaster. But, sales vice-president William O'Brien says Toastmaster will go on further.

- National Presto Industries cut the price on one iron from \$17.95 to \$14.95

(comparable to a GE model), pared distributor and dealer margins to the GE level. But it, too, indicated it would go no further.

- Then Westinghouse Electric Corp. cut a steam iron and a dry iron to comparable GE prices. It cut distributor and dealer margins, but also indicated that was the end of its compliance.

- Hoover Co. chopped prices of two iron models and its coffee maker, paring distributor and dealer discounts.

- Sunbeam Corp., which held out for a month, finally reduced a "junior" mixer to \$18.95 (still \$1 above GE's comparable hand mixer), announced trade-in allowances on a steam iron and on a combination mixer-blender. Sunbeam told its distributors and dealers that it would retain "historic trade margins," but hedged the statement this way: if retailers sell competitive lines on which prices & margins have been reduced, "they will have proved by their actions that historical margins are not necessary (and) to remain completely competitive we would have no alternative but to adjust profit margins accordingly."

➤ Clearly, GE's move squeezes manufacturers, particularly the smaller ones, between rising production costs (price of metals such as stainless steel, copper and others used in electrical appliances rose 17% between July and October of last year) and the apparent need for lower price tags. About all the manufacturer who is operating efficiently

**GE's marketer Sahloff: the concept of the percentage mark-up must go**





can now do is bid for more volume by increasing productivity and forcing more effective distribution.

"We're not crusaders. We're businessmen," complained Casco Products executive vice-president John J. Reidy recently. "Anything that affects our distributors adversely affects us. When profits are cut, salesmen's commissions are cut. We don't intend to sit idly by and see that happen. GE has no right to 'expert' on the distributor and dealers. They have no right to set up . . . how much the distributors and dealers can make. Nobody is that big."

➤ **Nonetheless, you can expect most manufacturers to follow the GE trend—that is, eventually cut margins on their full lines.** Possibly, the manufacturers are better equipped to meet the new marketing need of volume sales, as opposed to high profit sales, than distributor or retailer, particularly the smallest of those.

Certainly, the distributors are hardly happy at the moment. Distributors, contends Arthur W. Hooper, executive director of the National Assn. of Electrical Distributors, are limited in power to cut operating costs, which is the only way they can survive under lowered margins. Hooper has called on manufacturers for improved packaging and labeling, reduced distributor contributions toward cost of co-operative ads.

The real worry, if GE and the industry care to worry about it, is the small retailer who exists virtually everywhere and has probably not even heard of the volume marketing trend. It can probably be argued that if he survived a couple of years of discounting, he's probably indestructible. But that avoids the long-term issue, which GE's move has now made inescapable: volume or "supermarket" marketing in as many product fields as possible (even autos) is all but here. The auto manufacturers are pressing for it (Tide—January 14). And GE is forcing it on the small appliance field.

➤ **There's some hope for the small retailer, but it's hardly enough to spur you to open an appliance store.** One hope is that fair trade will get a new lease on life as prices become more realistic. That, of course, would protect smaller retailers against loss leading by larger stores. Another hope is that expanded manufacturer sales teams will be able to reach retailers and teach them to market better (as American-Standard hopes to do, Tide—January 28). A third hope is that markets will grow big enough to include small retailers. GE's Sahlhoff, for example, sees annual small appliance sales at \$3 billion by 1970—80% of which will come from new products not yet marketed. ■

## SELLING TO INDUSTRY

By John Sasso

®

### Resourceful resort

Other resort cities should take a hint from the city of Miami Beach. Growth there has been due to very smart promotion that has made the place a year-round resort. It will keep growing too with the help of industry; because the city maintains a topflight PR department (which co-operates with local business associations). Prime functions are to help industries and agencies in staging events, promotions, sales-incentive programs, and to furnish specific information on new developments and facilities. Obviously such help will inevitably lead to wider exploitation and use of the city's facilities. It's true that most resort cities have a PR setup, but to our knowledge (gained first-hand) Miami Beach does a real professional job with a staff that really understands the promotion business and its problems.



### Go ask for it

Regular study of industrial advertising almost always leads us to the same basic deduction: most of the ads read as if they were written by "advertising men" rather than by "product-conscious" marketing people. What we mean is that clever headlines, fancy artwork, or jagged typelines are supposed to do the sell. Actually what sells to industry is factual information, an obvious but often-forgotten fact.

That doesn't mean that a good ad can only be written if you have an engineering degree. It does mean that you must know enough about the product and its markets so that you can pinpoint your ad with the kind of specifics that will move an industry man to action. Techniques can never replace content: they might work with lipstick but they flop with fasteners and fork trucks.

How do you get the right kind of data? Get inquisitive and get up enough guts to go out and talk to users, non-users, and prospects about your product and its competitors. You'll have to know something about product advantages,

limitations and fields, and you'll have to go with an open mind.

### Advertising is one way to publicize

The nightmare all PR men dread—an overpowering news break—happened to DuPont recently. A fine story of a \$900,000 scholarship grant by DuPont was buried because the Ford Foundation released news of a \$500 million grant the same day.

Commenting on the occurrence in a recent editorial, Robert U. Brown, of Editor & Publisher, sympathized with the poor PR man (we do, too, and hope the PR man's boss understood) but made two interesting observations:

1) News releases are vulnerable to the waste basket in direct ratio to their relative lack of news importance at a given moment—said given moment being the time the editor receives them; and

2) Instead of mailing a release of questionable news value, hoping that the newspaper editor will do your PR job, buy space so that the story is sure to get out when and where you want it. This applies to stories that, deep down in your heart, you know are marginal news.

### Slipshod service

The old-line business cry of "manufacturing quality plus good service" has been most effective in product selling. How about applying the same criterion to the agency field? How many agencies supply a fair degree of manufacturing (creative) quality but often back it up with mediocre service (boys doing men's jobs)? Maybe ad managers ought to get tougher; ads might get better. Certainly ulcer-incidence would lessen.

### Forgotten fact

Makes sense to remember that you not only advertise to sell but also to keep your salesmen enthusiastic about selling. Constant merchandising of your printed promotional efforts to your sales force will help.



## Marketing an unknown new product

- Hickok, the belt maker, is diversifying with car safety belts.
- It finds distribution and PR tough problems.
- Here's how coordinated marketing is rapidly solving them.

**T**O MOST people seat belts for automobiles are something they have heard about only recently, but the Hickok Mfg. Co. (Rochester, N. Y.) saw the handwriting on Detroit factory walls as long ago as 1952.\* It was then that brothers Ray and Alan Hickok, the firm's president and executive vice-president, respectively, were approached by the Cornell Aeronautical Laboratory with the notion that properly designed seat belts could prevent injury or death in a great many automobile accidents.

Hickok's last diversification move (into men's jewelry) had been in 1934 and the company was on the look-out for new products. In hopes that seat belts could be the answer, it took up the laboratory's offer to research and design the belt if Hickok would finance it. Without any attempt to assess the market potential, Hickok put up the money.

Two years and \$100,000 later, the Aeronautical Laboratory had a belt which measured up to its own standards as well as those of the Civil Aeronautics Administration for airplane safety belts. At that moment the Hickoks met with their promotion, advertising and marketing research heads, with their advertising agency (Kastor, Farrell, Chesley & Clifford), and their public rela-

tions counsel (J. Wilfred Gagen Associates).

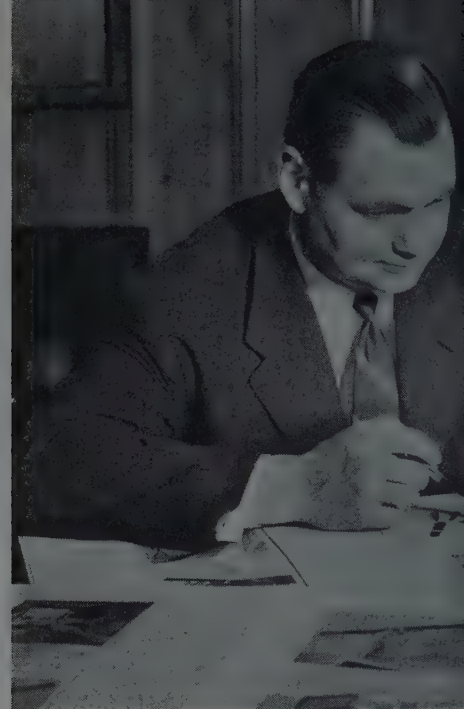
➤ The consensus of the combined marketing talent was that the first job to find out what, if anything, the public knew about safety belts, including if they even knew what they were.

It took little effort to determine that the public generally didn't know anything about injury prevention, much less about safety belts and other such devices. Obviously, the first step was a public relations effort to educate the public on injury prevention in general and safety belts in particular.

Gagen aimed his campaign at opinion leaders, first on a local level, then on to state & federal levels. He contacted local automotive safety authorities (e.g., an AAA official), who took the campaign into parent-teacher groups, legal & medical groups, police forces and the like. Then Gagen wrote to state governors and national government officials and sent them sample safety belts.

Another PR effort was to get articles stressing Cornell's safety work into national magazines. The first article (in the November, 1954, *Woman's Day*) resulted in requests for 1,200 belts from Hickok. The belt wasn't yet on the market, but the response was enough to convince Hickok it should be.

The company was faced with the task of setting up an entirely new division, and an entirely new (for Hickok)



Hickok president Ray Hickok and marketing set-up, including new distribution channels.

marketing set-up, including new distribution channels.

➤ Hickok thought it could solve its distribution problem by promptly asking the Victor Mfg. & Gasket Co. (Chicago) to undertake all safety belt distribution. Victor makes automotive parts and had a natural setup for safety belts in its established channels (automotive specialty shops, service stations, etc.). The two firms planned to market the belt under the combined Hickok-Victor name, with Hickok responsible for design & manufacture, packaging and promotion.

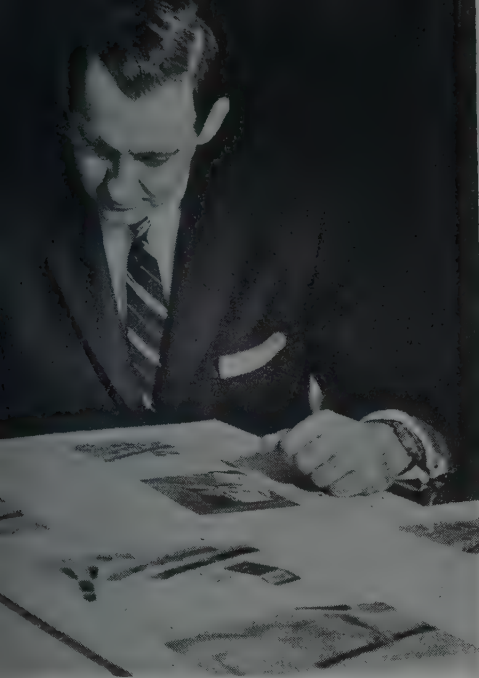
Alan Hickok explains that: "We hope to ship en masse to Victor, and they would in turn ship to distributors and some established retail outlets. However, this created an extra mark-up and it turned out to be too high-priced an operation. The structure just became too top-heavy."

Consequently, the whole plan was dropped; Hickok & Victor split amicably and Hickok scrapped some 10,000 packages with the Hickok-Victor name and Victor colors (blue & gold).

➤ Thus Hickok's Automotive Safety Division had to be set up as a marketing as well as a production operation. Sales manager Wilbur Dunn, head of the division (who reports to William Brandt, marketing vice-president of the firm), is at present primarily concerned with establishing dealerships. He says: "We're not interested in selling through everyone. The logical outlet is through regular automotive channels, and we want to be in a position to best serve our dealers, with everything from the best belt possible to adequate display

\*Nash offered seat belts as long ago as 1947.





President Brandt: finding a belt was the second

material." Dunn is shooting for a total of 500-600 dealers, has already established about 400.

The new division, which contains seven full-time employees, has no sales force, but Dunn personally selected more than 50 manufacturer's representatives (and will choose almost 25 more) to sell the Hickok line to jobbers. The company is also considering a selling force of its own to solicit automotive fleet sales.

► Pricing was still another headache. The firm started out with a price of \$36

(suggested retail) a set, but market studies soon showed that to be too high. Over the last year, Hickok and Cornell have developed cheaper belts that would still meet minimum requirements. The result: the three sets of belts, deluxe (\$36), superior (\$25) and standard (not set yet but probably about \$20), all available in colors.

The belts were twice tested, once in Naugatuck (Conn.) a year ago when the Junior Chamber of Commerce ran a well-advertised door-to-door campaign, and again last fall in Rochester in retail outlets with interviews at point-of-purchase. Both tests indicated: that people are interested in buying belts once they understand them.

The company hopes to educate them further with extensive consumer advertising this year, mostly in consumer magazines and newspapers. Some advertising has already run in automotive business papers (Hickok has orders from one of the big three auto makers and from one independent).

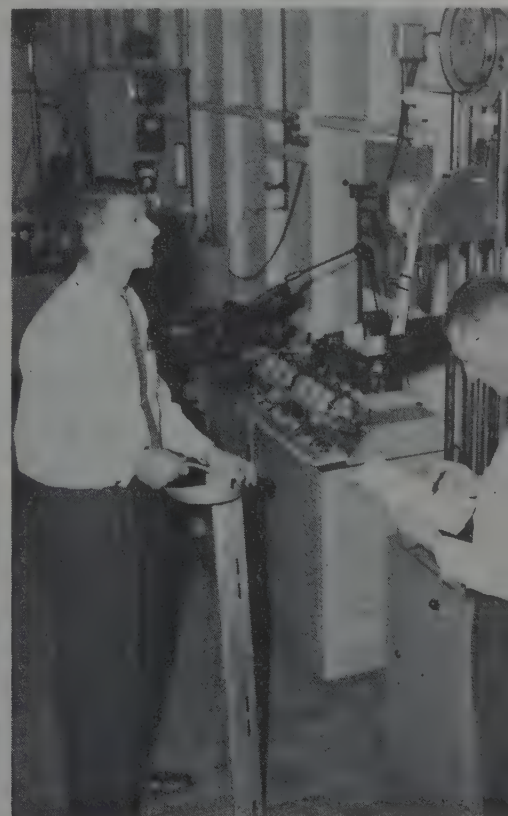
► Naturally, ever since Hickok ran its educational campaign, the competition has increased steadily. Wilbur Dunn estimates around 40 manufacturers, mostly those who had been in webbing fabrics before, will sell some 5,000,000 belts this year.

In some cases at least, Hickok's competitors are making inferior belts that are not really safety belts at all, but

merely seat belts, which might not hold up against real inertia. If enough of the cheap belts fail to work in emergencies, public opinion will turn against seat belts in general, a fact which worries Hickok considerably.

One answer, of course, is legislation. California and Illinois already have laws requiring that safety belt pass minimum strength standards. The Hickoks, however, would rather see competitors assume their responsibilities or else make the public aware of the difference. At present this is a major chore for the company's public relations counsel.

Meanwhile, Hickok is by no means limiting its new division to the marketing of safety belts. Cornell is testing currently other safety devices—crash helmets, padded dashboards, chest protectors—which Hickok plans to manufacture as well. They are also thinking seriously about entering another field, athletic safety equipment, and are researching some new equipment there.



Above: Executive vice-president Alan Hickok & engineer Wallace: each belt withstands 3,000 lbs.

Left: PR counsel gagen (left) with automotive division head Dunn



# "Luxury" frozen foods boom

- Frozen specialties from pheasant to oysters flood the market.
- Chains are beginning to stock the items despite high prices.
- Result is a burgeoning business for small specialty packers.
- And it's one the big packers are beginning to eye seriously.

**T**ODAY you can sit down at home to a dinner that begins with the finest shrimp or oysters, goes on from there to pheasant or lobster or Swedish meat balls from New York's famed Luchow's restaurant, or even to brook trout sauteed by chefs at Restaurant Maxim's in Paris. For dessert, you can choose from fresh cheese cake, Italian manicotti cheese sticks or apple cobbler.

Yesterday, such foods were rarely served in the average home. Today, they are not unusual. Tomorrow they may even be commonplace. Reason: freezing, which allows you to buy Luchow's Swedish meat balls at 69¢ per serving or a Maxim's dinner for two at \$4.60—if you have the money.

The result is a burgeoning new industry that might be lumped together under the label, "luxury" frozen foods. Capitalizing on both rising incomes and rising interest in convenience items, the industry is now important enough for the government to consider issuing a statistical report on it.

So far, the supply of luxury frozen foods comes from two principal sources:

- Biggest is the small packer who may have started with one specialty a few years ago, now finds himself with a flourishing business.
- The other source is the well-known restaurant which decides to capitalize on its quality reputation, pack its best known specialties for distribution far & wide.

➤ Right now, luxury frozen food packers have a market sheltered from competition from the giant packers. That's partly because while the total of all such products sold is already important individual sales are still on the small side. It's also because frozen food cabinet space in retail stores is still severely limited (although floor space chains allot to frozen foods has grown in the last few years from 15-20 ft. to 150-180 ft. and some stores are installing new two-tier cabinets which nearly doubles space).

Giant packer Libby, McNeil & Libby's frozen foods sales manager Robert W. Mitchell declares, though, and it may be an omen of things to come, that limited cabinet space doesn't mean "we aren't thinking about luxury

frozen foods. We're experimenting all the time." And he adds: "I think the luxury frozen food field should grow without any problems as more stores and homes get the right facilities to store these items."

➤ The basic point is inescapable to large & small packer: frozen foods are the fastest growing part of the food business, and luxury frozen items are growing faster than the traditional ones.

Right now, California is the top market for these products, then comes New York and the eastern seaboard, trailed by the midwest, the south and New England. But there are strong indications that luxury frozen foods will soon have truly national distribution and sales. That's because the chain supermarkets are beginning to stock more & more luxury food items. Jewel Tea Co. supermarkets, for example, stock Navigator Rock Lobster Tails (at 89¢ each) and Golden Brown Brand Breaded Fantail Shrimp (at \$2.29 for 2½ lbs.). Says Jewel's Elmhurst (Ill.) store manager: "All these products sell very well around here."

One Chicago A&P sells 20 cases a week of King Brand Breaded Fantail Shrimp (at \$1.49 for 2 lbs.) and about 40 lbs. per week of Congo Rock Lobster Tail (at 89¢ each). Says the store's manager: "We sell about \$35 worth

per week of such products—which is very good."

➤ Luxury frozen foods got their start in food specialty stores and in department stores. Harry Sartorius, owner of Carriage Cheese Shop (Elmhurst, Ill.), says he sells about \$100 worth of the luxury frozen food items a week, mainly breaded shrimp (Stokely's and Marina) at \$1.98 for 12 oz. He says sales fell off right after the Christmas holidays, but have come back stronger and sooner than he expected. He thinks such sales are rising tremendously and that "sales of this type of food should continue as long as the prosperity of the country continues."

Marshall Field's food department manager, M. Edwin Hanson, reports that in 1946 Field's started out with "just one frozen foods counter. Now we have nine plus a walk-in freezer." Field's sells seven types of cornish hens, priced from \$1.59 to \$3.30; smoked pheasants priced from \$4.95 to \$7.50; smoked ducks priced from \$4.25 to \$5.25; stuffed barbecued chicken at \$2.50; and veal, beef or trout dinners from Maxim's priced from \$3.75 up.

Field's incidentally, prepares in its own kitchen chicken a la king (at \$1.50 a lb.), hors d'oeuvres (24 for \$1.50), egg rolls (20 for \$1.35), plus frozen soups, pizza pies, etc.

➤ Marshall Field's Hanson says the business is "terrific. We have a very big turnover. The market is growing by leaps & bounds." Hanson thinks people like luxury frozen foods because "the quality is the finest, and they put that above the convenience factor which is also important." Hanson thinks that all income classes buy the items, "as is proved by the sales our downtown operation enjoys." He adds that Field's will definitely stock luxury frozen foods in its suburban stores, being built in Park Forest, Skokie and Hinsdale.

The marketing approach of today's luxury frozen food packers is invariably the same. They decide on a local market, select a hard-hitting food broker for the tough distribution job, advertise on radio and in newspapers, impress local food editors with their quality and get reams of publicity in food columns.

➤ The specialty frozen food items that led the way into the supermarkets are national dishes which many Americans order in "foreign" restaurants. For example, frozen Italian specialties on the market range from pizza pies to mac-



Caption by—H. BERKIM

"As I see it, the only thing we gotta worry about is this here automation."





**"ROMAN  
'e vera  
pizza"**

**QUICK  
FROZEN**

**ROMAN PIZZA**  
pop in oven - heat and eat!

**2 Pies In  
Every Package**

*Make Everyday A roman Holiday!*

Available at All Supermarket & Independent Food Stores

## The Finest Breaded Shrimp Money Can Buy!



**Exclusive—  
FULL-FLAVORED... THE  
ONLY SHRIMP FLASH FROZEN  
INDIVIDUALLY WHILE  
OCEAN FRESH!**

**SPECIAL  
TODAY**

**3 SERVINGS**  
Broil... Sauté  
OR  
Deep Fry

**SeaPak**

Some examples of ads for "luxury" frozen foods—the latest lure for housewives

aroni and ravioli. Joseph Setterinari, president of Roman Products Co. (South Hackensack, N. J.), reports that "our products sell to the general public, not to Americans of Italian extraction." Setterinari says his business increased 20% last year over 1954 (he puts \$75,000 a year into newspaper advertising and spot radio). Roman has distribution on the eastern seaboard and in California; and claims Setterinari, is in all the big chains with the exception of A&P. As for prices, Roman products are hardly in the luxury category: the meat ravioli is 39¢ for a portion for two, the manicotti cheese sticks cost 53¢.

Hy Epstein, of Milady Food Products, Inc. (Brooklyn, N. Y.), reports that 70% of his sales of blintzes and other Jewish specialties are to non-Jewish people. The business, launched in 1946, now does close to \$1,000,000 a year in sales. Epstein claims he is the only frozen food packer in every chain in metropolitan New York, and he also claims national distribution, though most of his outlets are in the big cities of Chicago, Los Angeles, Miami, New York, Pittsburgh and Tampa.

James A. Thomas, president of Golden Palace Food Products (New York City) has packed frozen Chinese foods for 15 years and thinks he's the oldest such packer in the country. Thomas says sales have gone up 30% over the last five years. With most of

his distribution in the east, he is now moving into the midwest.

Gretchen Grant Kitchens (Jersey City, N. J.) packs French hors d'oeuvres with such success that after five years in the business it's moving into a new plant with a capacity seven or eight times the present one. Seabrook Farms (Seabrook, N. J.) packs six sauces according to Maxim's recipes. It would like to see the sauces retail at 98¢; but the stores that handle the product tag it at \$1.25 and sell it at that price.

Murray Berger, of SeaPak Corp. (St. Simons Island, Ga.), reports that such specialties as de-veined shrimp, deviled crab and breaded oysters have moved volume from \$125,000 in 1950 to \$750,000 in 1955 (but half the business is with institutions which put a solid floor under many a frozen food packer). Prices go well over \$1 for many of the items, but Berger thinks the important thing is quality: "Our foods are competing against restaurant prices, not raw material prices."

➤ After the small packers pioneered the way, restaurants with quality reputations followed them into the business. In New York, Luchow's, famous for its German foods, now freezes and packs Swedish meat balls, Salisbury steak and beef goulash. The packages, serving one, sell for 69¢, but the price drops to 59¢ when they are introduced into a

new store. Experimenting in 150 stores in New York State last year, Luchow's now has the specialties in 1,000 New York State outlets.

Stouffer (with 19 restaurants in Chicago, Cleveland, Detroit, New York, Minneapolis, Philadelphia, Pittsburgh) markets frozen foods in Cleveland, Detroit and Pittsburgh, is about to invade Chicago and Minneapolis. Six to eight weeks before launching the foods in a new area, Stouffer features the items on its restaurant menus and tells diners the foods will soon be available for home consumption. With hundreds visiting each Stouffer restaurant a day, it's easier to sell store buyers on such foods after such a campaign. Some of its outlets: A&P, Kroger, Pick-N-Pay and, of course, Stouffer restaurants.

Typical Stouffer items: lobster newburg at \$2.29 a lb., shrimp creole at \$1.10 a lb., macaroni & cheese at 39¢, spinach souffle at 59¢, potatoes au gratin at 59¢. The last three items sell best, but Philip Fields, Stouffer's frozen foods sales manager, says the lobster is catching on fast. He adds that sales in Cleveland were up 250% last year over 1954, attributes the success to quality far better than the average woman can prepare. Stouffer's principal market: the \$6,000-a-year income group — chiefly working girl and husband, newlyweds, older people whose children have moved away. ■

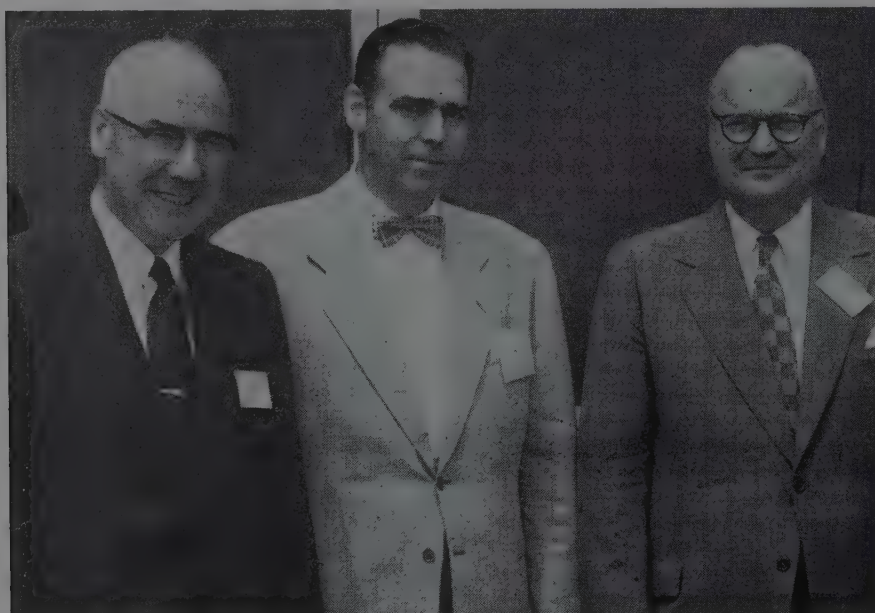




In 30 handsome training centers like this spread throughout the U.S. . . .



. . . General Motors trains mechanics in the art of handling cars & customers.



Service section director Myrle St. Aubin, center manager Paul McDonald and distribution vice-president William Hufstader head the GM program

**T**HE modern automobile, besides being a colorfully designed product, is also a vastly complicated piece of machinery. And as it becomes more complex every year, it also becomes harder & harder for the average mechanic to service it properly. The not infrequent result: unsatisfactory service, dissatisfied customers, unhappy dealers, a threat to future sales and a dangerous public relations problem.

➤ General Motors Corp. anticipated this problem as early as 1941. But it wasn't until 1952 that GM was able to take the concrete steps (on its usual giant-size scale) to correct it. GM's answer was a chain of 30 large training centers, each located close to the geographic center of a GM distribution area,\* where dealers' mechanics and other service personnel could be trained to service the latest GM automobiles.

The philosophy behind GM's 30 training centers (built at a cost of about \$30,000,000) can be boiled down to this: a man who buys a car and can get it serviced satisfactorily is likely to buy the same make again; conversely, a man who can't get proper service for his car is likely to switch to another make.

GM long ago assumed the responsibility for training its dealers' mechanics, according to distribution vice-president William F. Hufstader, because the dealer is physically unable to do it. Adds Hufstader: it's a service to both types of GM customers—the man who buys the car wholesale (the dealer) and the man who buys it retail (the consumer).

➤ GM estimates it will train and re-train about 150,000 mechanics a year, including mechanics from GM dealerships, mechanics from independent garages and mechanics employed by owners of GM vehicle fleets. The immediate aim of the training program, says Myrle E. St. Aubin, director of GM's service section, is to teach the mechanics three things: 1) how to diagnose the trouble in a car; 2) how to fix it; and 3) the proper attitude. The latter, says St. Aubin, includes cleanliness, work habits, and the mechanic's attitude toward his employer and—most important—toward customers.

Obviously the emphasis in training centers will be on mechanics; as St. Aubin explains, "The day of fixing a car with a screwdriver is over. In many cases today it's an electronic operation."



The centers (which are under the direction of service center manager Paul E. McDonald) cost approximately \$3,500,000 a year to run, are in operation for 11 months of the year and close down in July for vacations and any repairs or modifications. When a mechanic attends the training school, the dealer pays his salary; GM foots the bill for all instruction costs, machinery, equipment, etc.

► In addition to the local campaigns, GM is currently running a national campaign of full-page newspaper ads outlining the training program and explaining its purpose. As GM usually does, it ties the campaign up with its dealers (see cuts); due to what Hufstader calls "an unfortunate coinci-

► The enthusiastic reception the training program gets from dealers, mechanics and even customers assures GM that its \$30,000,000 was a worthwhile investment. But more important to the world's largest automobile manufacturer is the hope that the estimated 23,500,000 GM cars and trucks on the road today will be serviced by men trained to turn out smoothly-operating cars and satisfied customers. ■

\*GM's 30 training centers are located in or near Atlanta, Boston, Buffalo (N.Y.), Charlotte (N.C.), Chicago, Cincinnati, Cleveland, Dallas, Denver, Detroit, El Paso (Texas), Houston, Jacksonville, Kansas City (Kan.), Memphis (Tenn.), Milwaukee, Minneapolis, New Orleans, Oklahoma City (Okla.), Omaha (Neb.), Philadelphia, Pittsburgh, Portland (Ore.), Salt Lake City, San Francisco, St. Louis, Tarrytown (N.Y.), Union (N.J.), Washington (D.C.).

# GENERAL MOTORS

Chevrolee • Pontiac • Oldsmobile • Buick • Cadillac  
 Body by Fisher • Unirad Monora Service • GMC Truck & Coach

*30 new places*  
where GM and GM dealers  
are working together  
*to deliver better service everywhere*



# GENERAL MOTORS



# BEST ADS OF 1955

**I**N 1955 Philip Morris changed its dress, changed its advertising and came up with the best ad of the year in the opinion of the leading advertisers, agency-men and public relations executives who make up the Tide Leadership Panel.

In selecting the best ads of 1955, the nation's top marketers named more than 50 ads. Philip Morris edged ahead of the second and third place winners: Chrysler Corp.'s Plymouth ad and Ford Motor Co.'s three-page Satevepost gatefold introducing the 1956 Mercury.

This year's list of top 10 includes four companies which also took top honors last year: General Foods, whose Jello animals were judged best in 1954 and placed fourth this year; Campbell's Soup, which finished sixth both years; Chrysler Corp., which last year placed third (this year second) with its Forward Look ads, and Schweppes Quinine Water, whose Commander Whitehead ads went from fourth last year to 10th this year.

Rounding out the top 10 are Philip Morris' Marlboro (fifth); RCA Victor's unique Dutch-door ad which in effect turned a two-page ad into six pages (7th); Ford Motor Co.'s Continental, introduced in elegant four-page ads (8th); Pepsi-Cola's new, sophisticated look (9th).

Panelists are impressed with many advertising techniques which were more prevalent in 1955, including fold-out pages (like Mercury's) and unusually sized pages (such as RCA's). Generally the ads they liked most were those with concise, realistic copy and fresh, graphic art (a la Mondrian), those with humorous subtleties, and those with lots of bright color.

**1 Philip Morris ad**  
(via Biow-Beirn-Toigo)  
used a new dress and a new approach.

Pardon us while we  
change our dress

Gentle Philip Morris  
puts on a bright  
new modern package

FOREVER IMPROVING, Philip Morris has brought you gentler tobaccos, advanced quality in the Snap-Open pack.

Now comes a bright new red, white and gold package—graceful to look at, hold and offer. It is keeping with modern taste in design. The cigarettes within are right in tone with modern taste for gentleness.

For a short time, you'll be seeing Philip in both the new package and the familiar one. Soon you can get the new package every-where. Inside, of course, are the same identical Philip Morris.

So pardon us while we change. And today why don't you give the gentle pleasure of a fresh unfiltered flavor of Philip Morris? In the convenient snap-open pack... regular or King-size.

You'll see both these packages for a while  
until the change-over is complete.

**Philip Morris**  
...gentle for modern taste

Philip Morris Inc. New York

When I'm eating Jell-O  
I wish I were a zebra

...because then I could have  
the stripes that remind  
me of those  
six delicious flavors

Now's the time for **JELL-O**  
SIX DELICIOUS FLAVORS

**4 General Foods' Jello ad**  
(via Young & Rubicam) won again  
with its delightful animals.



THIS IS THE FABULOUS ALL-NEW PLYMOUTH '56

...in fact the Forward Look is the Forward Look



2

Chrysler Corp. ad

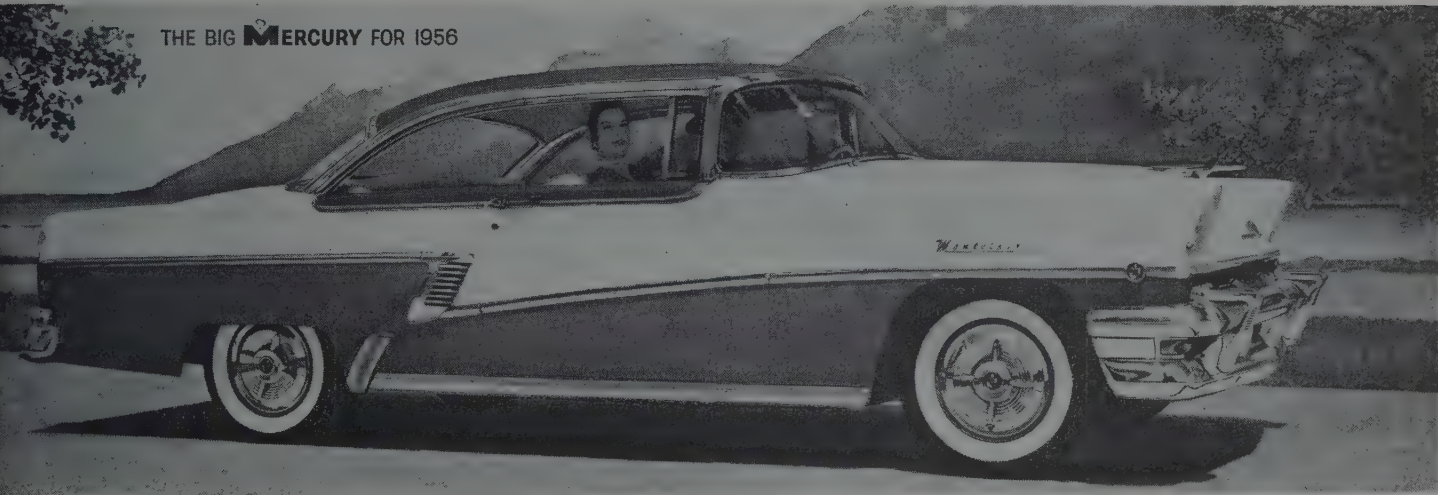
(via N. W. Ayer) gave a new depth to the Forward Look.

Ford Motor Co. ad

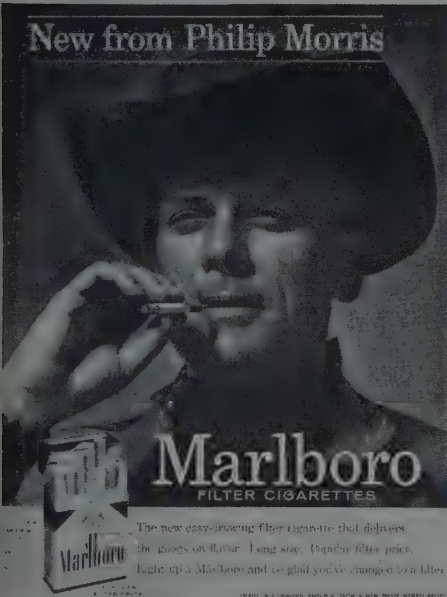
(via Kenyon & Eckhardt) showed the "Big M" in Cinemascope.

3

THE BIG MERCURY FOR 1956



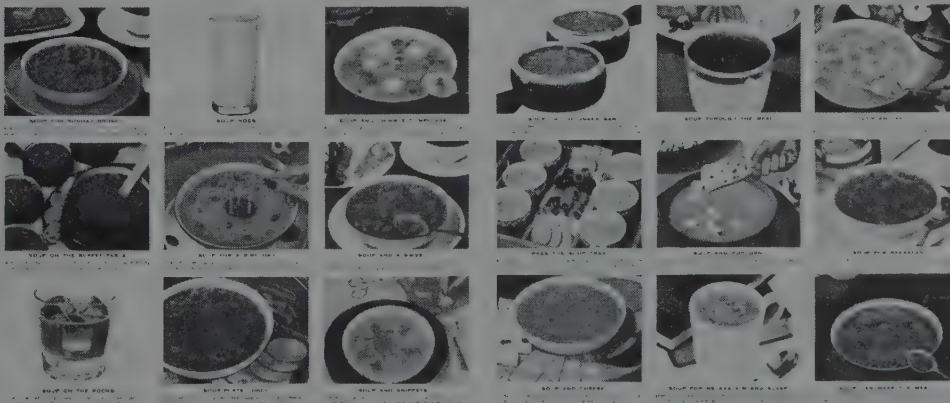
New from Philip Morris



The new easy-smoking filter cigarette that delivers the goods on flavor, lung size, bargain filter price. Light up a Marlboro and so glad you've changed to a filter.

21 new ideas for 21 Campbell's Soups

—new ways, new times, new places!



Once a day...every day...

Campbell's Soup

5

Philip Morris's Marlboro ad

(via Leo Burnett) used tattoos to sell the male smoker.

6

Campbell's Soup ad

(via BBD&O) suggested a soup for just about every occasion.



## Best Ads of 1955

### RCA Victor ad

(via Kenyon & Eckhardt) changed the room before your eyes.

7



8

### Ford Motor Co. ad

(via Young & Rubicam) put the emphasis on elegant good taste.

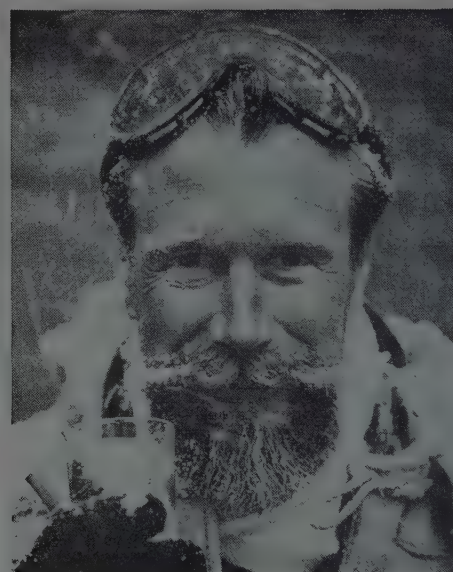
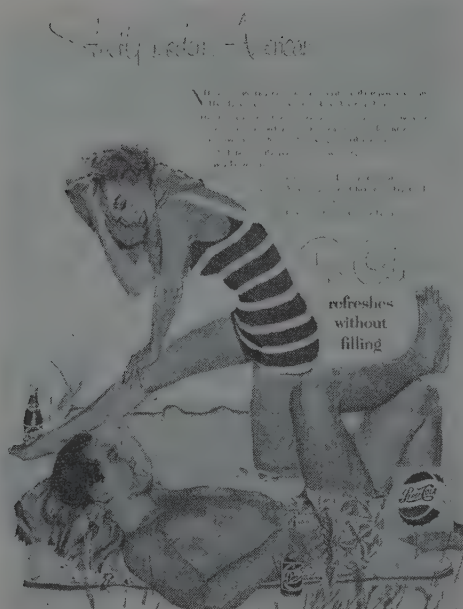


the Continental— mark II

9

### Pepsi-Cola ad

(via Biow-Beirn-Toigo) aimed at today's modern market.



### Schweppes ad

(via Ogilvy, Benson & Mather) stuck with Commander Whitehead.

10

Drinking Gin-and-Tonic in winter?  
Is the man crazy?

Commander Whitehead was a man who knew his gin and tonic. He was a man who knew his Schweppes. He was a man who knew his winter. He was a man who knew his Commander Whitehead.





## ONE ADMAN'S OPINION

®

By Lester Leber



### Ad of the month

For the first time, a furniture company gets this department's kudos for the month's most notable ad. Heritage-Henredon's color spread (see cut) stops not only the interior decorator (which seems to be the goal of most ads in this field) but goes further and flags the attention of *people who are not actively looking for furnishing ideas* (naturally a much larger group). By associating its product with Frank Lloyd Wright, H-H shares in his genius and creates a memorable message.

### Wanted: your opinion of co-operative advertising

Few phases of marketing are more controversial than co-operative advertising. Some manufacturers feel it's a life-saver, enabling them to make a budget go further by purchasing space or time at lower rates. Others are convinced it's the devil's invention, pressuring them into dissipating funds that would be better invested in national advertising.

There are even two schools among retailers. One regards allowances from manufacturers as welcome and necessary. A smaller

group feels that accepting money for local media has caused them to promote lines that offer subsidies rather than on the basis of pure merit.

What do you think? For the best letter defending co-op funds and the best letter attacking the practice, we have handsome prizes. Through the generosity of Doubleday & Co. we will send the writer of each winning letter *The Mainstream of America Series*. The set consists of five books edited by Lewis Gannett and sells for \$28.75. Each volume retells a different phase of American history in narrative form.

Send your letter to me at Tide, 232 Madison Avenue, New York 16. You'll be airing your views on an important subject and may win one of the prizes.

### Magazines grab the spotlight

Never have magazines showed their vitality better than they did last month. Every newspaper and newscaster in the country did stories about Life's "brink of war" article. Every one of them mentioned the Satevepost's article by General Ridgway.

This dramatic juxtaposition of

magazines' ability to make news should inspire all of them to augment their controversial content. In a way, that will hark back to journalism's earlier days when editors were crusaders.

### Smart stuff section

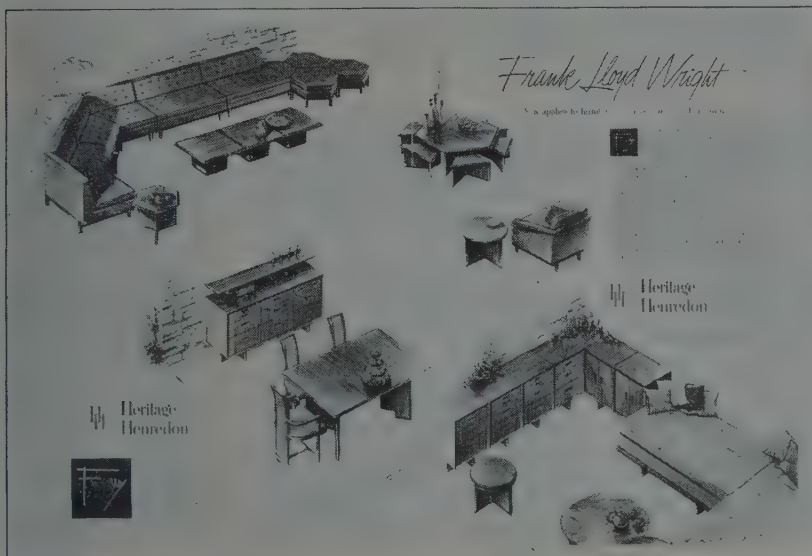
Karo has a headline stopper and the perfect premium in its "spork." The unusual word attracts readers who then discover it means a combination spoon and fork. Spork enables you to pick up pancake chunks with the tines and hold the right amount of syrup in the bowl-like section. (Premiums are getting better all the time . . . tired ideas are yielding to inventions like the spork.)

Sloan's Liniment is an early contender for the honor of 1956's best testimonial campaign. Energetic men and women who are over 100 years old are being featured with their secrets of long life. None of them mentions Sloan's, but the implication is there. (As is true of premiums, the hackneyed approach . . . phony quotations from movie stars or athletes . . . is being replaced by intriguing ideas such as Sloan's oldsters.)

Pepsodent's new jingle has got millions of people humming "You'll wonder where the yellow went when you brush your teeth with Pepsodent." It's the best since Pepsi-Cola's "nickel, nickel." (A current gag at Whitehall Pharmacal is why they didn't think of "You'll wonder where the yellow goes when you brush your teeth with Kolynos.")

Ford has come up with a neat way to show its sales leadership in the eight-cylinder field by identifying the competition as Car C and Car P. It avoids mentioning the other brand names (something any advertiser hates to do) and is more meaningful than Car X and Car Y.

Although Fawcett Publications is a privately owned corporation which does not have to issue business statistics, the president has written a letter to advertisers to tell them about volume, earnings, capital and plans. (It's a little like being let in on family secrets.)



Ad of the month



# Something is wrong with ABC

- The ANA-Gerbic proposals have met a doubtful fate.
- It could mean that marketers will suffer as a result.
- It is their own fault, however, for not supporting ABC.

**I**s there anything really wrong with the Audit Bureau of Circulations? Is there any truth to talk that advertisers who depend on it to know what they are getting for their money are instead getting the short end of the stick? Is it organized for the almost exclusive benefit of media? Finally, what difference does it really make to marketers?

The answer to the last question is a lot easier than the answers to the others. Briefly, ABC and how it operates is vitally important to marketers who spend millions of dollars every

year in magazines and newspapers and must depend almost entirely on ABC to know if they are spending their money wisely or foolishly.

The ABC itself defines its purpose, in part, this way: to set up "standards that would make it possible for advertisers to buy advertising and know what they are getting for their money." The question is, of course, are these standards precisely the right ones?

➤ ABC thinks it has done its part by asking the National Industrial Advertisers Assn., the American Assn. of Advertising Agencies and the Assn. of

National Advertisers for recommendations aimed at improving ABC reports. The ANA, at least, took up the Bureau's offer and gave their ANA chairman Edward Gerbic, vice-president and marketing director of Johnson & Johnson, six recommendations to present during ABC's annual meeting last October.

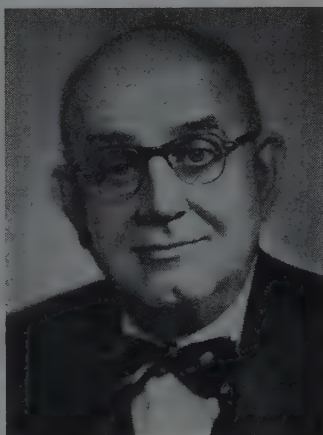
Gerbic asked ABC:

- To analyze the unpaid circulation of ABC business paper members and provide data comparable to that furnished for the paid part of businesspaper circulation (unpaid circulation can be as high as 30% of the total for ABC businesspaper members).
- To make the reporting of magazine subscription renewal rates mandatory.
- To include in the reports information on the net revenue per subscription ("Buyers have an understandable

## Advertiser members of ABC's BOARD OF DIRECTORS



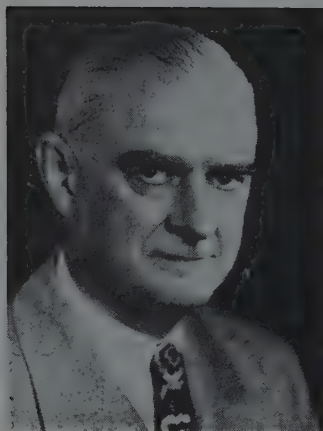
**William N. Connolly**  
Vice-President  
S. C. Johnson & Son



**H. H. Kynett**  
Partner  
Aitkin-Kynett Co.



**John H. Platt**  
Vice-President  
Kraft Foods Co.



**E. Ross Gamble**  
Vice-President  
Leo Burnett Co.



**H. H. Rimmer**  
Advertising Manager  
Canadian General Electric Co.



**Walter P. Lantz**  
Vice-President  
Bristol-Myers Co.



**William C. Sproull**  
Director of Advertising  
Burroughs Corp.



concern with the degree to which the readers of a publication share with advertisers in its revenue production.”).

- To give information on how many subscriptions are obtained by each of the various cut-price arrangements which a publisher may have offered in the period reported on.

- To provide metropolitan area summaries of newspaper circulations (instead of the current reports which provide nearly the same information in a form too involved to be of much use to advertisers).

- To clarify the meaning of “bulk” circulation, by deciding whether such circulation is or is not net paid circulation (it is now net paid for magazines and businesspapers and not for newspapers and farm magazines).

➤ Obviously, such measures might well help advertisers determine more accurately if they are getting their money’s worth. Just as obviously, they would raise auditing costs for publishers and some of them might even reflect unfavorably on the circulation claims of some publishers.

At the October meeting, where Gerbic offered his recommendations, the

reactions were, to put it mildly, mixed. The magazine division of ABC went “on record as being definitely opposed to being required to furnish any information in addition to that already furnished. . . .” The farm publications division resolved that ABC should not add any information which might be “costly and burdensome” and that it was “opposed to a mandatory showing of renewal percentages.”

The newspaper division was quite a bit more noncommittal. It merely renewed its pledge to provide all possible data and information, and then added mildly that it hoped that services could be provided “without unduly increasing the burden of required record-keeping and consequent cost.” The business publications division was even more cautious. It is eager, it said, to provide advertisers with circulation data “needed to make careful and competent media selections,” but hoped, too, that there would be “sympathetic understanding of the already heavy burden of expense entailed by ABC auditing procedures.”

Not surprisingly, only the advertiser division unequivocally acclaimed Gerbic’s recommendations. It asked that

the six ANA suggestions be presented as resolutions and referred, in accordance with ABC by-laws, by the Resolutions Committee to the Board. They were in October.

➤ Since then, it is difficult to say just what has happened to the resolutions. There is disagreement among several board members as to their status and even, for that matter, disagreement between some board members and ABC headquarters. Alan Wolcott, ABC vice-president and public relations director, says flatly that all six are still under board consideration. A board member also reports that all six proposals “are under consideration.” Another says that some of the proposals “were turned down” and some held for further consideration. Still another says that all six are dead as dodo birds. A third and a fourth board member say that no action was taken at the December ABC board meeting, but that they will all be considered at the March meeting (the board meets five times a year).

So at least until sometime in March the fate of the Gerbic-ANA recommendations are very much in doubt.



**Carleton Healy**  
Vice-President  
Hiram Walker & Sons



**Henry C. Botsford**  
Asst. Director of Advertising  
General Motors Corp.



**G. A. Shallberg, Jr.**  
Director of Advertising  
Borg-Warner Corp.



**William E. Steers**  
Vice-President  
Doherty, Clifford, Steers  
& Shenfield



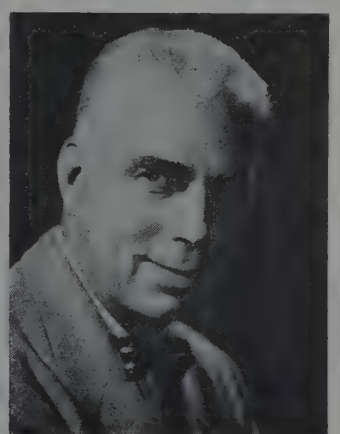
**William R. Farrell**  
Director of Advertising  
Monsanto Chemical Co.



**Russell Z. Eller**  
Advertising Manager  
Sunkist Growers, Inc.



**Frank T. Tucker**  
Director of Advertising  
The B. F. Goodrich Co.



**George C. Dibert**  
Vice-President  
J. Walter Thompson Co.



## Research begins at home

Charity begins at home, and so, evidently, does marketing research.

Almost three out of four of today's top marketing executives, members of Tide's Leadership Panel, take "straw votes" or informal polls of their families or friends to pre-test new products or ideas. While 74% of the Panel admits to the practice, 24% claims they avoid it, and 2% has other opinions.

If you take an informal straw vote, Tide asked these marketing leaders, whom do you usually ask? The answers:

- 82% of the Panel questions their wives.
- 74% polls their business associates.
- 70% asks their friends for opinions.
- 30% queries their neighbors.
- 22% polls their relatives, usually children.
- One vice-president asks his maid.

Most Panelists have confidence in the validity of their straw votes, but this confidence varies. Exactly 69% says the polls are sometimes valid; 20% claims they're usually valid; 8% insists they're rarely valid, less than 1% feels they're never valid and 2% offers other opinions.

About seven out of 10 Panelists who admit to research-at-home also admit that straw votes affect their thinking or decisions to some degree. Surprisingly, however, most marketers on the Panel don't approve of the practice of making informal polls—especially the marketers who confess that they do it anyway.

Some opinions on the practice of taking straw votes:

W. F. O'Brien, McGraw Electric



**Toastmaster Division vice-president:** "Informal polls are useful as a straw in the wind. If they are unanimously against the idea, I may drop it—but if divided, I will want to extend my survey on a professional basis."

**Owen J. Ward, ad manager, Detecto Scales:** "At times it's a good thing to do—if it does nothing else than clarify a point in your own mind."

**Edward B. Noakes, McCann-Erickson vice-president:** "It's a waste of time. No one has a group of friends or relatives that are a cross-section of the market you are hoping to sell."

**Jay M. Sharp, Alcoa ad & promotion manager:** "I don't approve of straw votes because I think family and friends give you the answers they think you want."

**Herbert M. Baus, Baus & Ross partner:** "I think it's great fun and sometimes unveils a corker of an idea."

**George P. Griffis, Pacific National Advertising Agency vice-president:** "It's a very dangerous practice, but let's quit kidding ourselves—we all do it and probably always will. The thing to realize is that they aren't anything but part of our hunches."

Zones Committee, and the new Simplification of Bylaws and Rules Committee.

In short, media has a clear majority on four important committees, advertisers on three, advertisers and agencies combined on two, and one is split four to four.

All these 10 committees meet at least five times a year. Each committee votes by a majority of those present and each one can kill, approve, table, report on or refer for study any resolution referred to it by the membership or by the board itself. Gerbic's resolutions, for example, have been referred to the Policy and Simplification Committees.

➤ It would appear that as ABC evolved, the advertiser members lost interest in the increasingly technical complexities of circulation auditing and let control go by default to media, where circulation and audit practices are life blood. In any case, it is true that advertiser board members do not serve on as many committees as they can and it's likely that some of them are consequently less familiar with ABC problems than they should be.

The advertiser members of the board, in turn, do not have the support, moral or actual, of their industry that they should have. Media members of ABC outnumber advertiser and agency members three to one (2,685 to 875) and at the last annual meeting nearly half the media members voted (either in person or by proxy) while only a third of the advertiser and agency members voted at all (see p. 5). As a one-time ABC director put it, advertisers contribute little more than an indispensable aura of respectability to the bureau. In short, says he, "advertisers inspire confidence; media does the work."

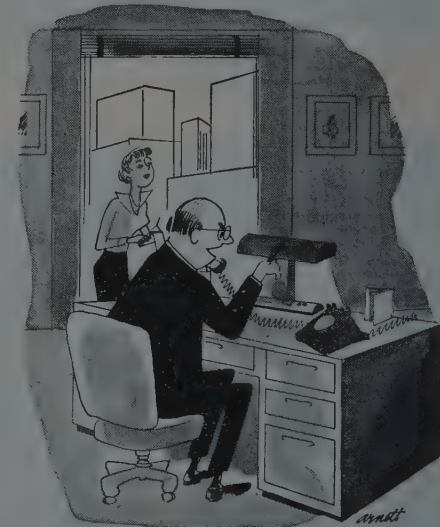
The best guess is probably that most of them will be killed by one means or another and that only one (auditing the unpaid portion of businesspapers' circulation) will get serious consideration.

It is difficult to understand how this can happen (if it does) when it is considered that all six resolutions are of decided advantage to advertisers and that advertisers and agencies have, by ABC rules, a majority on the board (of its 27 members, 11 must be advertisers, four agency members, six from newspapers, and two each from magazines, business publications and farm periodicals). The answer very likely lies in just how the work of the board is performed.

➤ Like most large, national associations which meet rather infrequently, most of ABC work is done by a standing committee nominated by the chair-

man and approved by the whole board. An analysis of the ABC standing committee can be quite revealing:

- The vital Policy Committee has five media, one agency and two advertiser members.
- The Finance Committee has five media, three advertiser and one agency members.
- The Public Relations and Education Committee, which is responsible for informing and educating the advertising and publishing business on ABC actions, and practices has four media, three advertisers and one agency member.
- Advertisers and agencies have majorities on the Business Publications Forms and Practices Committee, the Metropolitan Areas Committee, the Canadian Promotion and Service Committee, the City and Retail Trading



Caption by—S. BAKER

"Why don't we merge with the agency that took the account away from us?"



# Publicer's fight for liquor market

- Fifth largest distiller, in the red, is out to reverse that trend.
- New men, new ideas spark a new marketing strategy.
- The basic plan: try to build a few key brands.

**S**INCE New Year's, New Yorkers have been able to buy a straight bourbon whisky, Charter Oak (which most of them probably never heard of), at a dollar less than the regular price. But its distiller, Publicker Industries Inc., is confident that when the two-month trial period is over the end of this month, New Yorkers will know Charter Oak and enough of them will become regular buyers to make the promotion worthwhile.

Publicker's confidence results from the way New Yorkers went for a similar Publicker promotion last September and October for its blended Philadelphia whisky. Philadelphia sales, which before the promotion, dawdled along in the New York area at 3,000 cases a month, jumped to nearly 75,000 cases a month during the special promotion. Further, says Publicker, post-promotion sales settled at 12,000 cases a month—making the Philadelphia blend a real factor in the New York market.

► The most interesting aspect, though, of these promotions is this: a customer can't just buy one bottle of the whisky at a dollar off regular price. He must take a special package containing three bottles and get three dollars off. Publiker believes that its whisky is as good as any other in its price range. It also believes that people like what they're used to. It reasons that if it can get consumers to drink at least three bottles of one of its brands, many will then stick with it.

Publicker is the first distiller to make a real push for more sales through a three-pack. Many reasons powered the three-pack plan, but the most important are these. Publicker may be the fifth largest distiller in the U.S., but it's a poor fifth. Seagram, Schenley, National Distillers and Hiram Walker gobble up 75% of the market, leaving Publicker with no better than 6%. Publicker's sales problems are made worse by the fact it has enormous production capacity, owning what it claims is the world's largest distillery. Last year in a desperate maneuver, it tried to market bourbon in Europe, a temporary expedient at best. (Of Publicker's more

than \$150 million in sales a little more than half comes from the petrochemical division. But the losses on whisky are such that the company had a deficit both in 1954 and for the first nine months of 1955.)

► Last fall, S. S. Neuman, Publisher chairman & president, decided that his entire whisky business had to be reorganized. He lured John L. Leban from retirement (Leban quit as vice-president in charge of Schenley's sales two years ago), put him in charge of all Publisher's liquor sales (previously, several autonomous divisions handled the company's various brands).

Leban took one look at Publiker's whisky setup and decided to change things fast. One result: a parade of Schenley alumni moved into top Publiker marketing positions. Some of the new names: Harry G. Batalin, formerly executive assistant to Schenley's president, who is now general manager for the combined operations of Continental Distilling Corp. and W. A. Haller Distilling Corp., two Publiker subsidiaries; Jules E. Anderson, formerly chief Schenley accountant, who is now director of the sales administration department; William W. Larzelere, formerly Schenley marketing manager who is now director of Publiker's new marketing research division.

► With the top personnel set, Leban set out to make Publicker more important in the whisky business. Publicker's hit-or-miss merchandising left the company and Leban with more than 30 brands, but no real winners. (One possible exception: Old Hickory, largest selling bourbon in the 17 monopoly states with an annual sale of about 700,000 cases.) Leban plans to concentrate on six Publicker brands, hopes to get two into the 1,000,000-case-a-year category fast. He will, of course, follow the regional peculiarities of the whisky market. Blends, for example, are strong in the east; straight bourbons lead in the south and west. He is aware that, so far, it has taken four or five years to establish a whisky brand, no matter how much advertising.

# The Whisky Offer that's taking New York by Storm



## Ad for Publiker's cut-price test

► Publisher's first new strategy move is to crack the lush blend market in the east—and to do it in fewer than four or five years. The three-bottle package of Philadelphia at \$3 off was the way chosen for that brand, with the promotion on simultaneously in New York City and Massachusetts (although the promotion started before Leban was part of the Publisher team, he was negotiating his contract with the company at the time, and most insiders give him credit for the scheme). Similar promotions for Philadelphia whisky went on in Maryland and Miami during December and January. As for the important New York results, Leban claims, "With our three-pack, we have been able to do two things: 1) get consumer taste impact in a major market in a short time, 2) cut down the time factor in building our brand name by about two years."

Now with the three-pack at \$3 off promotion on for Charter Oak in New York City and Connecticut, Leban is trying to do for a straight what he did for a blend—but in a blend market (he has just started a six-bottle deal on Charter Oak in California where straights are much more popular than in the east).



## the WOMAN'S VIEWPOINT

By Dorothy Diamond

### Encyclopedia salesman antagonizes customer

Because I succumbed to a "just fill out and mail" coupon offer of a free map by the publisher of one of our most venerable and scholarly encyclopedias, the other night we were visited by a salesman who claimed that he had been "invited" to call.

Exhaustive in scope, solemn in tone, this encyclopedia is intended for higher IQ's. It was therefore with astonishment and disgust that I listened to the canned sales talk which followed. It assumed that the prospect was a fool.

For his gambit, the salesman explained that he had an unusual "4-1-1" scheme to present which required our giving the names of four potential customers. This met with no objections. After flourishing a handsomely bound volume and explaining that the series in this form would total \$700, the salesman confided that he could make a "special offer." "But first," he said, "tell me you are interested and do you think you could fit it into your budget?" Quite naturally we wanted to know the price before promising to buy. This he refused to disclose without a definite "yes." Since an impasse had been reached, the interview ended. (We kept the map but were left in the dark as to what constituted the rest of the "4-1-1" plan.)

I hope that other encyclopedia publishers are more suave in their door-to-door approach. Attempts to shame people into buying, double-talk about "special offers" and refusal to reveal a price are all deplorable. Some people may be intimidated into buying. But undoubtedly others (including would-be purchasers) are antagonized.

### Boots and rubbers distress youngsters

Assigned by his third-grade teacher to write a composition on the greatest difficulty encountered in attending school, an eight-year-old boy ignored what would seem like the obvious evils and instead focused on a consumer gripe—the trouble he and his classmates encounter when putting on and pull-

ing off their boots and rubbers. Several mothers have confirmed that this is indeed a problem and one for which as yet they have found no satisfactory solution. Is this something manufacturers could work on?

Fortunately, dressy galoshes for little girls are now patterned after the plastic ones worn by their mothers. Rubbers, however, have remained strangely aloof from the styling that has revolutionized the rest of the children's wear industry. Headed for a party on a rainy day, a little girl can don a Dior-inspired dress, but shielding her patent leather pumps are the same ugly and cumbersome "canal boats" that we recall from our own youth.



### Large party boom

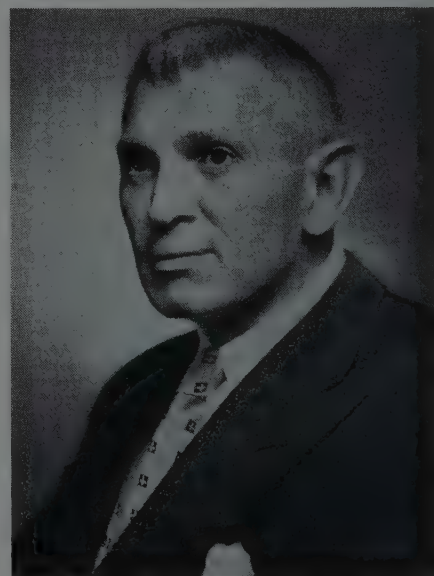
Because people in suburbia and exurbia accumulate so many friends, there has been a marked increase in their areas in the number of large parties. Maybe neither guests nor hosts are altogether happy about these overcrowded gatherings where chairs are at a premium and where superficial conversation abounds, but the opportunity to kill off a lot of obligations at one time makes them prevalent. The cocktail party, open house and buffet supper are all very much in vogue. The small dinner party has become less frequent.

While this is by no means as important or as newsworthy a trend as do-it-yourself, it is one that deserves attention in editorial and advertising plans. Food advertisers can tie in with large-scale entertaining in the recipes featured in their advertisements and in the booklets they offer. (I notice that Redbook recently ran a list of "quantity recipe cards" available from big companies). Other magazines might give it similar—or even more prominent—editorial treatment. For manufacturers of freezers, refrigerators, dish washers and other appliances, it presents a copy theme on which they can capitalize. Wine and liquor companies should also take heed. In addition, it has pleasant implications for manufacturers of adaptable home furnishings, cooking equipment and paper products.

➤ While Leban's moves up to now jolted the trade because of the surprise element, he is aware that he must rely on solid marketing strategy to take him through for the long pull. Basically this means plenty of advertising and promotion to get brand acceptance and hence make it profitable for dealers to promote Publicker brands within their stores. In addition to Philadelphia and Charter Oak, Leban has four more brands to build:

- Old Hickory, already well established, will get a big slice of future Publicker ad budgets. (Last year Publicker spent \$3,500,000 for advertising; this year's figures are not yet set.)
- Leban's next move will be to build Embassy Club, a higher priced blend of straight whiskies, into a position where it can compete with the higher profit Canadian and Scotch whiskies.
- Third, Leban will try to bring back Dixie Belle gin, which did quite well after the war, but slipped badly when Publicker stopped promoting it.
- The last major move may, in the long run, mean the most profit for Publicker.

Already owning a vodka, Kulov, Publicker is experimenting with a new one, Cavalier. Reason: Kulov has been kicked around so badly in price deals that from the point of prestige it would probably be better to bring out a new brand. Vodka, of course, is the one part of the liquor market riding a real growth curve right now. A clue to Leban's vodka plans: "The vodka situation is similar to the early days of automobiles or radios, when certain names stood out as the big sellers. But when these markets became older, bigger and more established, these earlier names dropped out of the race and were replaced by later comers who really hit the field."



Marketer Leban: here's how he'll build six liquor brands



# ADVERTISING FORECAST

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FEBRUARY 2, 1956

## Behind the American News, S-M Fight:

You should know the real reason why Union newsstands aren't stocking some major weeklies and monthlies these days (Time, Life, Reader's Digest, McCall's, Better Homes & Gardens, Charm and 11 other magazines).

The background is this: American News, which has lost many profitable accounts in recent years (Quick, TV Guide, Look, Time, Inc., publications) has a new "open door" policy. That means that it will distribute magazines in one or more cities, instead of demanding (as it had) a national franchise. As a result, American News is out to get every franchise it can in every city possible.

Since American News owns Union newsstands (there are 850 throughout the U.S. in key locations), it is using it as a device to get distribution of magazines it does not have franchise for. First target was the 17 magazines distributed by S-M News Co., a publisher-owned distributing company.

American News' aggressiveness (under new president Henry Garfinkle) has caused the formation of the Council for Independent Distributors, a group of independent distributors who aim to offer legal aid to independent distributors subjected to pressure to change supplier affiliation.

CID has charged, for example, that American News' St. Louis branch offered 50% off retail cover price of some magazines (and other lures) to snare newsstands from the independent Lawlor Distributing Co. CID says American stopped the action when CID counsel warned it that local price-cutting is illegal under the Sherman Antitrust Act.

At any rate, the war is on for magazine newsstand distribution. If S-M can find a way to go to court over the Union affair, it doubtlessly will.

## Curtis Gives Up Latest Venture:

Curtis Publishing's year-old Bride-to-Be apparently has had enough guarantee and advertising trouble to give up. Bride's House has acquired it, probably will merge it with its successful Bride's magazine.

## One Down, Five to Go in Antitrust Suit:

The consent decree agreed to by the Justice Dept. and the American Assn. of Advertising Agencies in the antitrust suit against the 4A's and several media associations has but one particular meaning. It does mean that the 4A's can no longer urge its members not to use speculative presentations.

Other than that, there is absolutely no effect whatever on advertising agencies, or advertising, or the relationships between advertisers and their agencies, or between agencies and media. Media (which ultimately control the situation because they determine the commission they will pay agencies) is making it clear that no policies will be changed. Time, Inc., president Roy Larsen was the first to go on record that his publication won't change.

You can expect some of the other defendants to settle for consent decrees, too, but in one case, at least (American Newspaper Publishers' Assn.) there'll be a fight. ANPA reiterates that it will not accept the "permanent injunction" it thinks a consent decree actually means—with itself subject to contempt charges at any time for possible violations.



**CED outlines long-range plans on . . .**

## How to raise farm income

- **The problems:** overproduction, income instability, too many farmers.
- **The answers:** fewer farmers, lower parity.
- **And a "board"** to set long-range farm policy.
- **End of income problems though may take five years.**

The Committee for Economic Development, a nonprofit research organization composed of leading businessmen and educators, has a plan to halt the steady dip in U.S. farm income (already off 34% from 1951's high).

➤ **CED thinks most of the farmers' ills result from three problems: overproduction of some farm products; too much instability of farmers' incomes; too many full-time farm families with very low incomes.**

Says CED on the first point, overproduction: Too much land, labor and machinery produces more commodities than can be consumed, even by a growing population. If present government price supports were pulled out so farm produce would clear the market, prices would plummet and farm income would nosedive. On the other hand, says CED, if prices are held at present levels, large surpluses will continue to develop. Evidence of overproduction is clear enough. Value of stocks of surplus crops either owned by the Commodity Credit Corp. or under CCC loans as a result of price support operations stood at \$7 billion last June 30 compared with \$1.7 billion on June 30, 1951.

Instability of income, says CED, can be caused by unseasonable variation in weather, farmer changes in produc-

tion plans, shifts in domestic or export demand, and, at times, changes in national income or employment. Some instability, points out CED, is inevitable, even useful, in a free economy, but farmers can suffer too much from such changes.

For example, a change in weather might produce a larger than expected crop in, say, wheat. That indicates a lower price for a wheat food product. But, adds CED, lower prices don't spark more buying of farm products as lower prices are likely to do in other product fields. The net effect may be to drive a low price further down to clear stores. Farm income slides accordingly.

The really acute problem, says CED, is the \$2,200 (average) per family earned by about 1,600,000 families (mostly in the south) who sell only 9% of all farm products. In this group there are 700,000 families, with an average income of \$1,600 a year, who sell only 2% of all farm produce. "These families," says CED, "produce so little that no feasible increase in farm prices would greatly alleviate their farm problems."

➤ **"A satisfactory farm price policy must retain as many of the desirable features of a freely functioning price system as possible," says CED, but**

A sweet story:  
one brand of gran-  
ulated sugar has  
increased in use 36%  
in Minnesota in  
just one year!

What's more,  
it now leads its  
nearest competitor  
by a big 28%!\*  
900

\*Facts from Minnesota Homemaker Survey  
No. 5, available on request from the

**Minneapolis**  
**Star and Tribune**  
EVENING MORNING AND SUNDAY  
**495,000 DAILY**  
**625,000 SUNDAY**

in Minnesota, North and South Dakota, western Wisconsin

*Ad leaders are readers—  
of Tide, of course!*

# to Sell Rural Missouri

Use the

**Missouri  
Ruralist**

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



because of agriculture's special problems the farmer could not return to a completely free market situation without being exposed to unnecessary risks and instability.

Here's what CED proposes:

- The government should rent or purchase farm land to be withheld from cultivation. The program should be voluntary, concentrate on getting whole farms (rather than segments as under Agriculture Secretary Benson's Soil Bank scheme) out of production.
- Sametime, price supports should be lowered gradually, with acreage allotments retained. CED figures such a program would go far to alleviate the problem of overproduction and surpluses. The government would store produce or sell surpluses to head off sharp fluctuations in market prices. But such a program, cautions CED, should not be used to prevent long-run price declines due to lower demand or increased efficiency in production.
- The third key to CED's program would be to encourage farmers in low income areas to turn to industrial pursuits. This could be done by offering financial aid to those families and/or

sponsoring industrialization in those areas. Farmers who remain in low income areas should be helped to get larger farms; "for this, special credit arrangements and training in new methods will be required in many cases."

- Finally, CED proposes an Agricultural Stabilization Board "representative of farmers, food processors and consumers, serving long terms, staggered so as to provide continuity." The board, headed by the Secretary of Agriculture, would decide basic farm policy for Congressional approval.

CED figures that with its plan it will take five years to bring farm production in balance with demand. "At the end of the transition period farmers should be able to earn satisfactory incomes at prices that clear the market without accumulation of excessive surpluses in government hands, and without production controls. . . . This means fewer farmers will be producing the crops most seriously affected with surpluses (e.g., wheat, cotton); their farms will be somewhat larger; more will be produced per farmer, although less of some things in total."



Caption by—C. CHANDLER

The boss says, "Don't worry" . . . He's hired a man to do your work.

ARNETT

## Los Angeles bound?

From pool to Polo Patio,

from lobby shops to Lanai suites, from Coffee Bar to Crystal Room, from gardens to garage, from maids to Maitre d', the Beverly Hills offers the utmost in relaxation, comfort, service, cuisine.

## BEVERLY HILLS HOTEL

Hernando Courtright, President

BEVERLY HILLS • CALIFORNIA



INDUSTRIAL HEART  
OF THE TRI-STATE AREA  
*TV's New Queen*



316,000 watts of V. H. F. power

**WHTN-TV** BASIC  
ABC

Greater Huntington Theatre Corp.  
Huntington, W. Va. • Huntington 3-0185

**TERRITORIAL ENTERPRISE**

VIRGINIA CITY, NEVADA

Largest Weekly Paper In  
The Entire American West

(ABC Audited — Non-Sectarian)



SARRA sells Brading's Ale and "Cinci" Lager in two unusual series of 20 and 60-second commercials. In one, for Brading's Ale, animation of the graceful movements of the stag on the label is synchronized with an original jingle to highlight the smooth, light, mellow qualities of the product. In the series for Brading's "Cinci" Lager, the letters C-I-N-C-I are used in animated designs that emphasize the lightness of modern "Cinci" Lager. The result in both series is high memory recall for the Brading name and label. Produced by SARRA for BRADING BREWERIES, LTD., through THE F. H. HAYHURST CO., LTD.



New York: 200 East 56th Street  
Chicago: 16 East Ontario Street

SPECIALISTS IN VISUAL SELLING







# **“...YOU’VE GOT TO DIG FOR IT!”**

As marketing gets bigger, more complex and more competitive in the coming years, advertising must be smarter to be able to do its share of the job. Smart advertising is selective advertising.

No longer can you find selective advertising just lying around anywhere. Like oil, you’ve got to dig for it—dig deeper than the “cost per thousand” and “homes reached” and “total readership” surface claims.

When you find it, you’ll know it. Your advertising will fit your marketing requirements—the right product and the right buyers—all the way around. If it doesn’t, it’s not selective advertising.

**F. O. KOONTZ**  
VICE - PRESIDENT  
GENERAL SALES MANAGER  
QUAKER STATE OIL REFINING CORPORATION

ONE OF A SERIES OF STATEMENTS BY MARKETING MANAGEMENT SUBSCRIBERS TO TIDE  
EMPHASIZING THE IMPORTANCE OF TOTAL MARKETING STRATEGY TO MEDIA SELECTION

*published as a service to the industry by*



*... the magazine of marketing strategy*





Channel 8 Multi-City Market

# WGAL-TV

LANCASTER, PENNA.

NBC and CBS

Just as a fingerprint is distinctive for its individuality, the WGAL-TV Channel 8 market is distinctive for the unique advertising opportunities it offers you. It is a multi-city market—stable and diversified—where 3½ million people have 912,950 TV sets and spend \$5½ BILLION each year.

Channel 8 Multi-City Market



Harrisburg	Reading
York	Lebanon
Hanover	Pottsville
Gettysburg	Hazleton
Chambersburg	Shamokin
Waynesboro	Mount Carmel
Frederick	Bloomsburg
Westminster	Lewisburg
Carlisle	Lewistown
Sunbury	Lock Haven
Martinsburg	Hagerstown

316,000 WATTS

STEINMAN STATION  
CLAIR McCOLLOUGH, PRES.

Representatives:

## MEEKER TV, INC.

New York  
Los Angeles

Chicago  
San Francisco

# Who watches afternoon TV?

- Three networks now compete for the afternoon TV audience.
- The result is that programing is better, viewing is up.
- Meantime, advertisers can buy at a fairly low cost-per-thousand.
- But networks need much more research on daytime audiences.

**T**HIS year, for the first time, all three television networks boast some afternoon programs. With CBS-TV the afternoon pioneer, NBC-TV recently expanded its schedule to include the much-touted Matinee Theater, an hour-long drama that airs both live and in color every afternoon between 3 and 4. Then last month, ABC-TV started its Afternoon Film Festival, a series of not-too-old movies, that air each afternoon between 3 and 5.

➤ Despite the short time all three have aired, one trend stands out; already the 3-4 p.m. hour's audience is split almost evenly among the three nets, with ABC-TV capturing 30.3% of the 8,000,000 sets-in-use (Trendex), NBC-TV 27.8% and CBS-TV 28.3% (CBS-TV faces the dramatic competition with Big Payoff and Bob Crosby). Incidentally, American Research Bureau reports that 44% of the daytime audience is housewives.

Probably, the second most important trend about afternoon TV, besides the new three-way competition, is that ABC-TV and NBC-TV sell their programs on a 90-second announcement basis. ABC-TV says that, based on Nielsen ratings, the cost-per-thousand at night is \$4.18. Sametime, ABC-TV offers this incentive plan to sponsors: those who buy (and only Best Foods has) 13-25 participations in the daytime show can get an equal amount of time at a \$500 discount on the total cost in the network's Sunday night Famous Film Festival (7:30-9 p.m.).

At NBC-TV, Matinee Theater boasts a \$3.92 cost-per-thousand and these current sponsors: B. T. Babbitt Co., Block Drug Co., Johnson & Johnson, Liggett & Myers, Motorola, Procter & Gamble, Sylvania Electric, Dow Chemical Co. (see p. 17).

The third trend (and the most important) is that afternoon viewing is on the rise. Last year, the average once-a-week daytime program reached 2,273,000 homes; today it reaches 2,605,000,

according to Nielsen. In the 4-5 p.m. time slot, sets-in-use are up from 23.4% of all TV sets to 24.5%. There are 4,000,000 more TV homes this year than last, bringing the total to 33,600,000. Cunningham & Walsh's Videotown shows that morning viewing is down some, with a big increase in afternoon viewing (19% of housewives in 1953, 25% in 1954, 27% in 1955).

➤ As afternoon viewing and afternoon programing increase, the networks gradually add to the store of research about housewives who watch TV—though what they've collected so far is by no means adequate. ARB, for example, has a study showing that women who watch TV most are between 20 and 39, have two or more children, view TV most in the family.

The arrival of Matinee Theater and Afternoon Film Festival means that the networks are after more & more daytime viewers with a three-part program mixture—one much different from the traditional network radio pattern. The two new programs bring what might be called real drama (as opposed to soap operas) to daytime television. And that's a trend that apparently will grow.

The second program type, and one borrowing from late afternoon network radio, are programs for youngsters (ARB says 39% of daytime viewers are children). Such programs are CBS-TV's Captain Kangaroo (8-8:55 a.m.), NBC-TV's Howdy Doody (5:30-6 p.m.) and ABC-TV's Mickey Mouse Club (5-6 p.m.), now the most popular daytime TV program (reaching more than 6,000,000 homes).

The third type is the service show like Today and Home, both morning programs and both, of course, on NBC-TV. The word is that CBS-TV, which for the most part sticks to more traditional daytime programing (Arthur Godfrey, quiz & audience participation programs and soap operas such as Search for Tomorrow and Guiding Light), ponders a 60-minute service program, featuring experts on politics, art, finance, etc.

## Two PR chuckles

In Philadelphia recently, John LaCerde (owner of the PR agency bearing his name and president of Public Relations Management Corp.) delivered a short talk on public relations. It was probably one of the best talks on PR we've heard; his comments were pointed, effective and meaningful.

As with most speeches, though, it was the humor that stuck with us. LaCerde gave two examples of PR that backfired, with humorous results.

One of his accounts, LaCerde explained, was a packaged food company, the owners of which seem addicted to beating their wives. After each wife-beating the story hit the newspapers. On each occasion the wife-beater asked LaCerde why he didn't keep such stories out of the papers. Against his better judgment he finally tried, and succeeded only in increasing a New York editor's interest to the point where the wife-beating ended up the subject of a three-part feature series.

The moral: "don't try to keep a wife-beating out of the papers. If you don't want it printed, don't beat her."

LaCerde's other story involved a speech his agency had written for the chairman of a local civic agency. The speech criticized the Philadelphia Post Office for using horses to haul the mail. "This is the jet age," the speech quipped, "not the pony express age."

The speech was good, LaCerde explained, so good that it made several front pages. "But that night a fire broke out in the stables and many of the local postal ponies were burned to death. The next day the FBI came around to see whether maybe we had set the fire. What made it even worse was the fact that the chairman who made the talk was an embalmer!"

## Hail and farewell

When a favored magazine closes up

shop, its readers often feel they've lost a long and faithful friend. That, frankly, is the way we feel about the passing of Bluebook Magazine.

Bluebook was a standout magazine in many respects. Few readers could ever quarrel with the high quality of its fiction: it was never written, as one former editor put it, "for anyone's daughter." It was adventure in the purest and most palatable sense.

Although Bluebook once made a valiant try to attract advertisers, essentially it has never been an advertising medium. Its circulation has never been high, merely adequate to keep its printing and distribution head above water.

For years, Bluebook was edited by Donald C. Kennicott for an "erudite" audience of college professors, professional men and the like. In the past two years, under editor Andre Fontaine, it added service features and articles to become a service magazine for the family man.

Probably the most ironic part of Bluebook's demise is that McCall Corp., which bought it in 1929, should fold it exactly 50 years after its founding. Like many of its heroes, it lived a short, full and adventurous life. We, for one, will miss it.

## Rolling beer cans

The trend to supermarkets in suburbia, as this magazine often points out, has led to some interesting packaging developments. One of these is the handy, take-home six-pack of beer cans. Out of this development, however, has come a major problem which brewers may not have yet discovered. If they haven't, we'd like to point it out.

In order to make it easy to get the cans out of the six-pack, at least one brewer has provided a perforated top. But in the process, the handle has been considerably weakened. In fact, just last week a friend of ours reported that while embarking from his car the han-

**ALL UNDER  
ONE BIG ROOF**

**AUTOMATIC AND  
HAND INSERTING**

**MULTIGRAPHING  
AND OFFSET**

**PREMIUM MAILING**

**CONTEST JUDGING**

**ASSEMBLING SALES KITS**

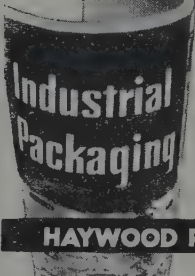
Client roster includes: Colgate-Palmolive Company, Esquire Magazine, Hoffman Publications, Lever Brothers, Thomas J. Lipton, Inc., National Biscuit Company, Reporter Publications and many other leading advertisers and agencies.

**Bruce Richards  
CORPORATION**

*Extra Service... Dependability...  
Quality... at No Extra Cost*

*Write for brochure*

250 FOURTH AVENUE • NEW YORK 3, N. Y.  
25th Year of Service • GRamercy 7-8500



**different**

because it is a specialized magazine serving the specialized needs of a big specialized field..

★ send for market story, sample copy

**HAYWOOD PUBLISHING CO.**

22 E HURON ST. CHICAGO 11

*Ad leaders are readers—  
of Tide, of course!*



Selling emphasis, in this series by SARRA, is on the genuine Cork Tip and the pleasure received from the richer tobacco taste of the king-size smoke. A direct, simple selling approach plus excellent live-action photography of the carton, package and of the cigarette being enjoyed make the message uniquely attractive and convincing. Produced by SARRA for THE AMERICAN TOBACCO CO. through THE M. H. HACKETT CO.

**SARRA** 

New York: 200 East 56th Street  
Chicago: 16 East Ontario Street

SPECIALISTS IN VISUAL SELLING



## Nason Heads New Industrial Products Division for ASR

American Safety Razor Corporation has appointed David M. Nason head of its new Industrial Products Division at Staunton, Va. The division has been established as part of an overall expansion and diversification program. Mr. Nason was formerly purchasing agent for the company.

It's more than coincidence that everywhere the men who are really going places read The Wall Street Journal. Mr. Nason, a daily reader, considers it the most useful habit a businessman can form. Today, 376,426 subscribers (and nearly twice that many total readers) share The Journal habit. They comprise a rich, ever-growing market of purchasing power. Are you reaching them?

(Advertisement)



The ONLY Clipping Bureau reading over 3,000 trade and class publications, as well as every English language daily and 80% of the weekly field.

**LUCE PRESS CLIPPING BUREAU**

157 Chambers St., NYC 7—BARclay 7-2096  
104 W. Linwood Blvd. 715 Harrison Street  
Kansas City, Mo. Topeka, Kansas  
Write or Phone for Details

dle on one six-pack came off, and beer cans went tumbling merrily down the hill in front of his house. He recovered them, but he wasn't happy about it.

How many other beer-drinkers have gone through this we don't know. But if many more beer cans go rolling down the hill, somebody's beer sales might do likewise.

## A tear for auto dealers

It looks like it will be some time before the fuss between auto dealers and manufacturers dies down. What with the Congressional hearings looking into automobile marketing, the never-ending charges by auto dealers, the disagreement between the auto manufacturers themselves, the cut-back in auto production and the pile-up of dealer stocks, the next few months should prove interesting.

We'd like to comment on several recent developments. First of all, there's American Motors president George Romney's comment that auto makers would pay the price in 1956 for "horse-trading" practices in postwar years. He added that he thinks "sales in 1955 exceeded the level justified by the economy." This, to our knowledge, is the first time a leader in an industry has complained that his industry's sales were too high. We think what Mr. Romney was trying to say is that he doesn't approve of the way GM, Ford and Chrysler succeeded in outselling him in 1955.

Another recent development that attracted our attention was an open letter from two Hollywood Oldsmobile dealerst to GM president Harlow Curtice. They congratulated Curtice on being selected by Time Magazine as Man of the Year, but added that they felt Curtice was ignoring a dangerous trend in the automobile field, i.e., the low esteem in which auto dealers are held today by the public. This low standing in their community, these two dealers claim, is a direct result of the volume sales attitude of auto makers.

Maybe. Maybe some dealers feel they've been forced to resort to un-

## locate your product in VENDING!

**AUTOMATIC** vending opens important new channels of distribution without diverting or disturbing your present distribution set-up . . . brings your product into closer touch with the ultimate consumer . . . operates as the ideal sampling method!

**WE HAVE** over 19 years' experience serving the vending industry and offer you the advantage of our specialized knowledge to help fit your product into this rapidly expanding market.

*Among our accounts . . .*

**AMERICAN CHICLE CO.**, Adams gum, Dentyne, Chiclets, Beemans.

**APCO, INC.**, leading vending machine manufacturers.

**N.A.M.A.**, official organization of the vending industry.

**PEPSI-COLA CO.**, sales promotion campaigns.

**TENCO, INC.**, roasters of instant coffee. Plus 50-odd manufacturers and distributors of vending machines and vendible products.

*Consult with us concerning your share of the vending market at no obligation.*

**de-perri advertising, inc.**  
141 E. 44th St., New York 17, N. Y.  
MUrray Hill 7-4980

## reprints . . .

A limited number of reprints are available (10¢ each) of the thought-provoking articles—

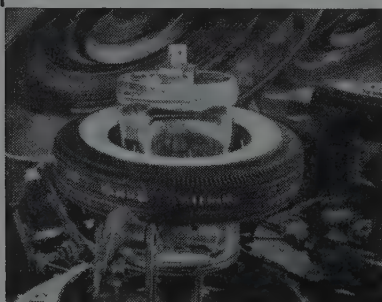
"How to test your public relations" and  
"The 15% commission"

Write

Tide

232 Madison Ave.

New York



In a series by SARRA, Monsanto helps sell its customers' products to the public by promoting, via television, the improvements made in those products by Monsanto chemicals. This one-minute commercial combines "hard sell" audio with effective live-action photography to show how Monsanto's modern creative chemistry benefits the consumer by increasing tire safety and lowering production costs. Produced by SARRA for the MONSANTO CHEMICAL CO. through GARDNER ADVERTISING CO.

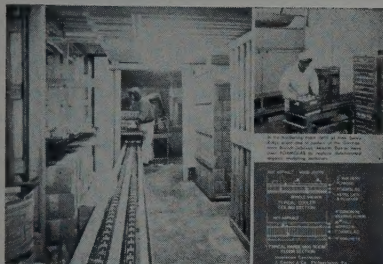
**SARRA** inc. 

New York: 200 East 56th Street  
Chicago: 16 East Ontario Street

SPECIALISTS IN VISUAL SELLING

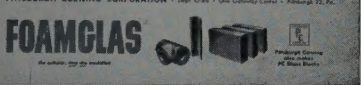


# How the Pittsburgh Corning Corp. uses businesspapers to stress exclusive product benefits



"Ten years of outstanding insulating performance proved FOAMGLAS stays dry!"  
states P. J. Swenbeck, Chief Engineer, Albion Ducts, Inc., Philadelphia

FOAMGLAS is a rigid, cellular, glass insulation material, made of fused glass granules, which is completely non-absorbent to water vapor and water. It is a lightweight, durable, and fire-resistant material. It is used in a wide variety of applications, including pipe insulation, wall insulation, and roof insulation. It is available in various thicknesses and is easy to install.



## OBJECTIVES:

Increase Foamlas insulation sales by demonstrating product superiority through exploitation of unique benefits to product users.

## SCHEDULE:

Two-color pages and spreads in twelve business publications.

## RESULTS:

"At PC's sales meeting, Industrial Insulation Sales Manager C. P. Barrett revealed irrefutable evidence that this campaign did its job . . . sales increased over 50% in just 2 years!"

## AGENCY:

Ketchum, MacLeod & Grove, Inc.

building better  
businesspapers . . .  
better businesspaper  
advertising



THE ASSOCIATED BUSINESS PUBLICATIONS  
Founded 1906  
205 East 42nd Street, New York 17, N. Y.

ethical practices to move cars. But nobody forced them to demand under-the-counter bribes when cars were scarce in the immediate postwar years. Nobody forced dealers to provide inadequate, sloppy and often unneeded repairs at exorbitant rates. Nobody forced dealers to treat customers like doormats.

We don't agree that all dealers are held in low esteem by the public. We do think that dealers with poor reputations earned them without any help from automobile manufacturers,

## A few quick bouquets

We'd like to congratulate:

- American Aviation magazine, for departing from usual procedure and admitting it's not first in circulation or ad pages. In a recent trade ad it pointed out that ad volume and circulation aren't always the most important factors in selecting an advertising medium.
- Premium Practice magazine, for charging that U. S. manufacturers spend about \$225 million a year for premium and contest offers based on little but guesswork. Sad, but true.
- Shell Oil Co., for its excellent and significant campaign of safety ads. Valuable, badly-needed and long overdue.
- General Motors, for its upcoming Delco battery ad in Collier's, Ebony, Look and Satevepost. Excellent art, a fresh approach and sparkling copy.
- Procter & Gamble, for a whimsical, soft sell Ivory Soap commercial on NBC-TV's Fireside Theater. Picturing a small girl doing dishes in her play house, P&G made its point about Ivory's softness while keeping viewers entertained.

The Editors



Caption—A. FISCHER

"They've thrown the artwork out of the window, too!"

# Greater Than New York!

by  
John Pepper  
and  
Bert Ferguson



How do you do it, they ask. What is it that makes the Southern market different, and how can you be so confident of response? How do you stay on top of the popularity polls all the time?

## THREE EASY STEPS

Here's all you need. First, a market of Negro consumers bigger than the one in New York City—the biggest market of its kind in America—a market that has never been squarely hit until you start on it. Second, you need one single medium which is to be the *only* medium these people are absolutely sold on (and that's radio station WDIA, Memphis). Then, you expand your medium until it becomes the most powerful and far-reaching in that market.

## 10% OF U. S. TOTAL

Your market is close to ten percent of the entire Negro population in the United States—a larger market than the combined Negro populations of New York plus Detroit, plus Cleveland, plus St. Louis. Its 1,230,724 people will draw pay amounting to over a quarter billion dollars this year—and spend 80% of it, on consumer goods. We call it the "Golden Market".

## ONE MEDIUM DOMINATES

Your single sure medium is radio station WDIA, first in Memphis to program with Negro voices and Negro music exclusively. The pride and pleasure of these listeners in their own station put WDIA in first place on all audience ratings, day and night, in a field of 8—some of which had been operating 25 years. And coverage opened up like an umbrella when this same intense loyalty lifted WDIA from 250 to 50,000 watts in one swoop. Now, you apply a potent force like this to Memphis alone—where the population is 40% Negro—and you'll see quickly how the Southern market's different structure can pay dividends.

As for response—well, it's only natural to be confident when you already have impressive tabulations on accounts like

Log Cabin Syrup, Windex, Taystee Bread, Schlitz Beer, Maxwell House Coffee, Wrigley's Gum.

Would you like to see figures on a type of product that especially interests you? We'll be glad to send them if you'll drop us a note. We feel they're tangible proof that when you find a matchless market, and develop a powerful medium for that market, you just can't help producing topnotch sales consistently.

WDIA is represented nationally by the John E. Pearson Company.

John Pepper  
JOHN PEPPER, President  
Bert Ferguson  
BERT FERGUSON, General Manager

Harold Walker  
HAROLD WALKER, Commercial Manager



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THE BILLBOARD PUB. CO., CINCINNATI 22, O.

## LETTERS

### Matter of taste

Sirs:

Every once in awhile an incongruity pops up in ads.

Postum, touted these many moons as the perfect coffee substitute, now announces that something new has been added. No less than coffee flavor!

The question naturally arises—what did it used to taste like?

Milton M. Idzal

Editor

National Hearing Aid Journal  
Sioux City, Iowa

Well, Postum?—Ed.

### Dept. of perpetration

Sirs:

We are somewhat surprised to note in your generally accurate reporting the statement appearing in your issue of December 31, page 10, entitled "Possible Gas Price Ruling Next Year."

Apparently your Washington correspondent read too hastily through the testimony of Esso Vice-President Robert H. Scholl in reporting that Mr. Scholl "blamed the price wars on surplus of refining capacity in New Jersey and the entry of California Oil Company into the

New Jersey market." As you can see from the . . . Senate hearings before which Mr. Scholl testified, a very different conclusion must be drawn from his actual testimony.

Mr. Scholl stated ". . . I think it is true that there has been a surplus of refining capacity." However, he also states "Whether this actually caused pressure of surplus gasoline on the market, I think is perhaps questionable." I think that in the testimony here relative to the entry of the California Oil Company into the eastern market, you will agree that Mr. Scholl points to this merely as being a factor designated by previous witnesses and not necessarily a conclusion with which he is in agreement.

Of course, as far as this company is concerned, the horse is out of the barn, and it is too late to catch up with him again. However, we feel that you would want this discrepancy brought to your attention rather than risk the perpetration of an unfortunate quotation. I think you will agree that this is something we must do if we are to retain our position in the public mind.

E. N. Britton, Jr.

Manager, Public Relations  
The California Oil Company  
Perth Amboy, N. J.

Tide is happy to set the record



ARNETT

Caption—B. COLLYER

"That's the way we expect it to look six months after you accept the job as sales manager."



straight. Mr. Scholl did not specifically cite the California Oil Company's entry into eastern markets as the cause of surplus gasoline. Even the most careful reading of his testimony, however, would lead one to conclude that he might well believe that to be the case.—Ed.

## 1956 automobiles

Sirs:

Usually such a letter never gets written—but this information may be of interest to you and your "Leadership Panel" about the 1956 automobiles.

Quite frankly, your article in the December 3 issue is rather unfair as in reality this subject is a matter of opinion. But how can the panel possibly explain to any reasonable individual with basic design appreciation that the 1956 Chrysler is the best looking car . . . the nose in the ground (like a blood hound on a scent) and it's rear end up in the air. What good lines it does have—and to me it is second or third best to Ford's new cars—have been stolen from Ford designers.

How can any car be better designed in every respect than the new Lincoln, Continental or Thunderbird?

Lee Parmalee

Sales Manager  
Firewell Company, Inc.  
Buffalo, N. Y.

## Words at work

Sirs:

May I take the liberty of submitting the following slogan for your "Words at Work" department:

"Your Business can't live without Good-Will."

Thomas Fox

President  
Good-Will Builders, Inc.  
Mineola, N. Y.

## Stoppers

- A proxy in every port  
—CHARLES OF THE RITZ
- Why Didn't it Pop?  
—GOTHAM HOSIERY
- To every manufacturer who hates to shop with his wife . . .  
—SANFORIZED
- "I felt like a criminal!"  
—ALEMITE
- "Darling, not so loud!"  
—HANDMACHER-VOGEL
- Forecast: Rainy, but clear sailing  
—SHELL OIL
- Now you can buy her the world with a fence around it  
—Chevrolet
- The mountain that blew its top  
—Sinclair Oil

Address  
box numbers to:

# Tide executive exchange

232 Madison Ave.  
New York 16, N. Y.

CLASSIFIED RATES—85¢ per line for Positions Wanted.  
\$1.15 per line for Help Wanted and other classifications.  
Minimum 5 lines.

DISPLAY ADS—\$19.00 per inch, all classifications.  
Payment with order, please.

### HELP WANTED

## REPORTER-WRITER

New York business publication  
desires young man with:

- degree from graduate business school or equivalent in business experience.
- top writing skills essential.
- excellent opportunity, salary open.

Send resume to **Tide**, Box T-520  
232 Madison Avenue  
New York 16, N.Y.

## ARTIST • LAYOUT MAN

New York City business publication has opening because of expansion. Must have experience producing good magazine covers and able to turn cold statistical information into eye appealing charts. Knowledge of complete magazine layout is a must, although it should prove effortless to the individual we seek. Opening exists now. Man selected should be able to start February 20. Send resume to Box T-523, Tide.

### BUSINESS SERVICE

MARKET RESEARCH for Agency or Management Firm. Experienced packaged goods and retail outlets of all types. Heavy background devoted to full product marketing, merchandising and advertising. New York Headquarters, will travel. Box T-524.

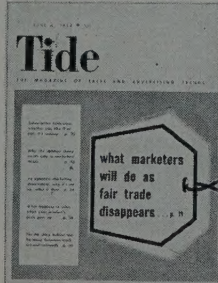
ASSISTANT ADVERTISING OR PROMOTION Manager. Idea man with sense of detail, follow-up, results. At home with statistics. Two years' experience advertising promotion, writing, sales. Administrative know-how. Wharton degree. Age 25. Married. Box T-525.

## ADVERTISING SALES

- Leading business publication currently seeks the right man for an advertising sales position that will be available in the near future. The position is in New York City with possible advancement to covering Eastern Seaboard.
- The man we seek should have a good background in sales, preferably with a trade publication. Must be a fast-moving self-starter that can cover his own bases frequently and intelligently and can provide clients with constructive advertisement ideas and copy slants.
- If you are such an individual, under 40, able to sell intelligently when given sales tools (and a good salary), and are interested in cutting a niche for yourself with an upward-moving publication, write in complete confidence to Box T-526.

## executive exchange

For MANAGEMENT . . . seeking topflight talent.  
For EXECUTIVES . . . looking for career opportunities.

SUBSCRIPTION ORDER FORM		<input type="checkbox"/> One Year . . . \$6.50	<input type="checkbox"/> Two Years . . . \$10.00
		<input type="checkbox"/> Three Years . . . \$13.00	730
		Company _____	
		Type of Business _____	
		Name _____	
		Title or Position _____	<input type="checkbox"/> Home Business
		Address _____	
		City, Zone, State _____	
		<input type="checkbox"/> Payment enclosed. <input type="checkbox"/> Bill me, personally. <input type="checkbox"/> Bill company.	
		Mail to: Tide, Circulation Dept. 2160 Patterson St., Cincinnati 22, Ohio	



## We'll wait for Let's-End-It-All-Now Week

If you have your desk calendar handy, we'd like to point out some really vital events coming up that no responsible marketer would want to miss.

For instance, International Wheat Bread for Toast Week starts on the 19th of this month. Certainly you'll want to start planning for that one now.

When March rolls around, you'll undoubtedly want to get ready for National Smile Week which gets its toothy start on March 5. Later next month, if things get dull around your office, there's Let's-Play-Ball-Week starting March 24.

With April comes a real gem of a holiday: National Mother-in-Law Day on April 8. You can make your own plans for that one. It may be sheer coincidence, but National Fun Day follows a week later.

May should prove to be an interesting month, since it is officially National Tavern Month and, happily, Better Bedding Time. May 20 to 26, if you happen to like lettuce, is National Domestic Rabbit Week.

June promises to be a rousing month: it offers, in this order, such stirring events as American Fresh-Water Pearl Month, Temperance Sunday and National Hillbilly Homecoming Week. If you can hold off until August, National Relaxation Week starts August 2.

September, bless its autumnal soul, offers Old Stove Round-Up and Na-

tional Soft Water Week. October is a quiet month, what with National Save-the-Horse Week running from October 7 to 13. Then in November there's National Cage Bird Week, and what could round out the year better than December 3-9: National Prosperity Week.

The one we're really going to keep our eyes on, though, is September 17-23. While it's still only tentative, that's National Sweater Week. We can't wait.

## A new market, like gold, is where you find it

A few months ago, a friend of ours who fancies himself an inventor of sorts came to us for some marketing advice on his latest brainstorm. It was a handy pocket "counter," a device a housewife could use to tally up her purchases in the supermarket so that, as she was buying, she'd know what the bill was running to.

Our friend had planned to use supermarkets as a primary distribution area for his "counters"; he figured to sell them at check-out counters. We hated to burst his balloon, but we were forced to point out that supermarkets might not like the idea. More than likely, housewives would end up arguing with checkers, cause delays in check-out lines, and create more problems than the "counter" would solve.

We ran into our friend again recently, and asked what had happened to his project. He explained that he'd

gone ahead and had several hundred of his "counters" made up, but that he'd had a tough job unloading them. He was, however, lucky enough to save himself from complete financial disaster by selling the whole lot, at cost, to a large sheep ranch out west. The sheepherders, it seems, find them mighty handy for calculating the inventory on the hoof.

## Too late—the job's filled

There are ways to advertise, and there are ways to advertise.

A gentleman in Grand Rapids (Mich.), looking for a young lady to work as his office assistant, ran the following ad in the Grand Rapids Herald:

"Help Wanted—Female. LAZY, inefficient office manager with nasty disposition and violent temper seeks equally indolent helper to maintain premises from which boss is absent four days a week. We have a real dark thriller type salesman who hangs around a lot. We're next to coffee shop and across the hall from powder room and drinking fountain. Only requirements are loads of experience in billing and inventory records. Age over 35 and some resemblance to a human being. Doctor's degree in math not essential but you should be able to add and subtract. Salary open. Write Box 2890."

## Achoo!—and send it to our home address, please

If you happen to catch a cold, it might pay to spread the word around.

John S. Hewitt, president of Anahist Co., is a regular reader of the news, theater, society and business columns of the daily newspapers. Whenever he spots an item pointing out that so-and-so is suffering from a cold, Hewitt sends them a short note wishing them good health and continued success. Along with the note goes a small gift kit of all Anahist cold medications.

We think this is a fine idea, and we hope it spreads to other fields. For instance, the president of a company manufacturing hair clippers should peruse the papers for photographs of prominent people who need a haircut. The president of a company producing low-calorie foods might keep his eye out for photos of some of the more obese celebrities. A baby products manufacturer should stay on the alert for news items about prominent citizens who turn up with a new heir.

We don't claim to be prominent, but the last time the newspapers ran a photograph of our wife, she wasn't wearing a mink coat. We're still waiting.



Arnett

Caption—M. ROHN

"You may find Chipo hard to get, but keep on trying."